

**CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD**



**Impact of Workplace Ostracism on Employee
Silence: The Mediating Role of Work Alienation
and Moderating Role of Self-Efficacy**

by

Ayesha Nawaz

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

**Faculty of Management & Social Sciences
Department of Management Sciences**

2025

Copyright © 2025 by Ayesha Nawaz

All rights reserved. No part of this thesis may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, by any information storage and retrieval system without the prior written permission of the author.

This thesis is dedicated to my beloved mother, whose unwavering support, boundless love, and constant encouragement have been the foundation of all my achievements. Her strength and sacrifices have inspired me every step of the way, and it is because of her that I have been able to pursue and accomplish my goals.



CERTIFICATE OF APPROVAL

**Impact of Workplace Ostracism on Employee Silence: The Mediating
Role of Work Alienation and Moderating Role of Self-Efficacy**

by

Ayesha Nawaz

(MMS231002)

THESIS EXAMINING COMMITTEE

S. No.	Examiner	Name	Organization
(a)	External Examiner	Dr. Khurram Shahzad	RIU, Islamabad
(b)	Internal Examiner	Dr. Shazia Faiz	CUST, Islamabad
(c)	Supervisor	Dr. S. M. M. Raza Naqvi	CUST, Islamabad

Dr. S. M. M. Raza Naqvi

Thesis Supervisor

July, 2025

Dr. S. M. M. Raza Naqvi
Head
Dept. of Management Sciences
July, 2025

Dr. Arshad Hassan
Dean
Faculty of Management & Social Sci.
July, 2025

Author's Declaration

I, **Ayesha Nawaz** hereby state that my MS thesis titled “**Impact of Workplace Ostracism on Employee Silence: The Mediating Role of Work Alienation and Moderating Role of Self-Efficacy**” is my own work and has not been submitted previously by me for taking any degree from Capital University of Science and Technology, Islamabad or anywhere else in the country/abroad.

At any time if my statement is found to be incorrect even after my graduation, the University has the right to withdraw my MS Degree.



(**Ayesha Nawaz**)

Registration No: MMS231002

Plagiarism Undertaking

I solemnly declare that research work presented in this thesis titled “**Impact of Workplace Ostracism on Employee Silence: The Mediating Role of Work Alienation and Moderating Role of Self-Efficacy**” is solely my research work with no significant contribution from any other person. Small contribution/help wherever taken has been duly acknowledged and that complete thesis has been written by me.

I understand the zero tolerance policy of the HEC and Capital University of Science and Technology towards plagiarism. Therefore, I as an author of the above titled thesis declare that no portion of my thesis has been plagiarized and any material used as reference is properly referred/cited.

I undertake that if I am found guilty of any formal plagiarism in the above titled thesis even after award of MS Degree, the University reserves the right to withdraw/revoke my MS degree and that HEC and the University have the right to publish my name on the HEC/University website on which names of students are placed who submitted plagiarized work.



(**Ayesha Nawaz**)

Registration No: MMS231002

Acknowledgement

First and foremost, I am deeply grateful to Allah Almighty, whose countless blessings and mercy have guided me through every stage of life. It is only by His grace that I have been able to overcome challenges and reach this important milestone. Every time I wondered how I would manage to pass a difficult phase, His help made the impossible, possible. I would also like to express my heartfelt thanks to my respected supervisor, Dr. Raza Naqvi, for his invaluable guidance and continuous support throughout this academic journey. Your insightful lessons—both academic and personal—have left a lasting impact on me. The wisdom you shared about life and its challenges will always stay with me. Thank you for being a constant source of motivation.

My deepest appreciation goes to my beloved parents and to my whole family, who have always stood firmly by my side. Your unwavering support, countless sacrifices, and endless love have been the pillars of my strength. Every little thing you did for me—whether noticed or unnoticed—played a crucial role in making this accomplishment possible. I am forever grateful. A special thanks to my friend Amina, who remained by my side throughout this journey. Your comforting presence during my anxious moments and your emotional support has meant the world to me. I will never forget how you helped calm my fears and reminded me of my strength when I needed it most. To Asma, thank you for your valuable help and sincere efforts. To my beloved Aunty Shamim, thank you for always being just a call away. Your warm conversations and constant availability brought me peace and encouragement when I needed it the most. Thank you, Usman your small acts of support made a big difference during my busiest days.

To Aiman, Your constant support especially during times when I was caught up in my academic responsibilities, truly meant a lot. To Aunty Robina, I am deeply thankful for the way you cared for me and I am lucky to have received your affection during this important time in my life.

(Ayesha Nawaz)

Abstract

The purpose of this study is to investigate how workplace ostracism influences employee silence in organizational settings. While organizations strive to promote inclusive environments, workplace ostracism remains a subtle yet damaging force. It often causes employees to withdraw, suppress their voices, and disengage them from workplace interactions. The focus of this research is particularly on the education sector, where workplace ostracism has been observed to undermine employee voice and engagement. This study identifies work alienation as a mediating mechanism through which ostracism leads to silence. Such feelings of isolation and detachment can hinder open communication and discourage employee engagement. Additionally the study explores the moderating role of self-efficacy in buffering the effects of workplace ostracism on employee silence. Data was collected using a non-probability sampling technique through online Google Forms. A total of 271 responses were gathered from teachers in college. The analysis was conducted using correlation and regression techniques via SPSS and Hayes PROCESS. Results indicate that work alienation, significantly mediates the positive relationship between workplace ostracism and employee silence. However contrary to expectations self-efficacy did not significantly moderate the link between work alienation and employee silence. The study concludes by discussing the implications for workplace behavior dynamics and also outlining the directions for future research and its limitations.

Keywords: Workplace Ostracism; Employee Silence; Self-Efficacy; Work Alienation

Contents

Author’s Declaration	iv
Plagiarism Undertaking	v
Acknowledgement	vi
Abstract	vii
List of Figures	x
List of Tables	xi
Abbreviations	xii
1 Introduction	1
1.1 Background of the Study	1
1.2 Gap Analysis	11
1.3 Problem Statement	12
1.4 Research Question	13
1.5 Research Objectives	14
1.6 Significance of the Study	14
1.7 Supporting Theory	15
2 Literature Review	19
2.1 Workplace Ostracism and Employee Silence	19
2.2 The Mediating Role of Work Alienation	31
2.3 The Moderating Role of Self-Efficacy	38
2.4 Summary of Hypothesis	44
3 Research Methodology	45
3.1 Research Design	46
3.1.1 Type of Study	46
3.1.2 Research Philosophy	46
3.1.3 Quantitative Research	47
3.1.4 Unit of Analysis	47
3.2 Population and Sample	48

3.2.1	Population	48
3.2.2	Sampling	49
3.3	Instrumentation	50
3.3.1	Measures	50
3.3.2	Workplace Ostracism	51
3.3.3	Work Alienation	51
3.3.4	Employee Silence	51
3.3.5	Self-Efficacy	51
3.3.6	Scales Summary	52
3.4	Statistical Tools and Techniques	52
3.4.1	Pilot Testing	52
3.4.2	Reliability Analysis of Scales Used	53
3.5	Sample Characteristics	53
3.5.1	Gender	54
3.5.2	Age	54
3.5.3	Qualification	55
3.5.4	Experience	55
4	Result and Analysis	56
4.1	Descriptive Analysis	56
4.2	Control Variables	57
4.3	Correlation Analysis	57
4.4	Regression Analysis	58
4.5	Moderation Analysis	60
4.6	Summary of Hypothesis	60
5	Discussion and Conclusion	62
5.1	Discussion	62
5.1.1	Discussion of H1	62
5.1.2	Discussion of H2	64
5.1.3	Discussion of H3	65
5.2	Research Implications	67
5.2.1	Theoretical Implications	67
5.2.2	Practical Implications	69
5.3	Limitations	71
5.4	Future Direction	72
5.5	Conclusion	73
	Bibliography	75
	References	75
	Appendix A	98

List of Figures

2.1 Research Model	44
------------------------------	----

List of Tables

3.1	Scales Summary	52
3.2	Scales Reliability	53
3.3	Frequency by Gender	54
3.4	Frequency by Age	54
3.5	Frequency by Qualification	55
3.6	Frequency by Experience	55
4.1	Descriptive Analysis	56
4.2	One-Way ANOVA	57
4.3	Correlation Analysis	58
4.4	Direct and Indirect Effect	59
4.5	Moderation Effect	60
4.6	Summary of Hypothesis	61

Abbreviations

ES	Employee Silence
SE	Self-Efficacy
WA	Work Alienation
WO	Workplace Ostracism

Chapter 1

Introduction

1.1 Background of the Study

Employees are valuable assets to firms and essential for establishing and sustaining a competitive edge in today's fast-changing business landscape (Castaneda & Cuellar, 2020). Thus, knowledge sharing necessitates social contact among employees within the organization; hence, making it essential for individuals to be proactive and willing to communicate and contribute diverse viewpoints within an organization (Kim & Wang, 2024). When employees withhold their ideas, perspectives, and knowledge in the workplace, it is referred to as organizational silence or employee silence (Van Dyne, Ang, & Botero, 2003; Morrison & Milliken, 2000). Knoll and Van Dick (2013) identified four types of employee silence based on a bottom-up perspective: acquiescent, quiescent, prosocial, and opportunistic.

Organizational silence can manifest across individual, organizational, and cultural dimensions (Akar, 2018). While employee silence may occur at personal, interpersonal, and broader organizational or societal levels (Chou & Chang, 2020). By examining the reasons behind and effects of workplace silence, this study brings attention to a significant workplace issue that, if ignored, could have negative effects on businesses and their employees. An effective organization depends on its employees' willingness to share their thoughts, recommendations, and information regarding work-related matters (Chamberlin, Newton, & Lepine, 2017; Morrison, 2011).

In particular, earlier research has shown that a range of individual factors, including power distance (Lam & Xu, 2019), as well as workplace conditions, including ostracism, abusive supervision, and organizational justice (Jahanzeb & Fatima, 2018; Kiewitz, Restubog, Shoss, Garcia, & Tang, 2016; Whiteside & Barclay, 2013), systematically predict employee silence. Examining how associations with different types of employee quiet may differ is expected to promote better conclusions and new discoveries, as different incentives (such as fear or altruism) drive distinct forms of employee silence (Hao et al., 2022).

Because their opinions enable the company to address issues and make improvements, employees are seen as important sources of information and ideas (Dedahanov, Lee, & Rhee, 2016). Supervisors might not be aware of issues when workers conceal information (Morrison, 2014). According to Van Dyne et al. (2003), employee silence refers to the deliberate withholding of viewpoints, worries, pertinent data, or recommendations about potentially significant organizational issues. According to researchers, an employee's silence can either hurt or help an organization. Acquiescent quiet is a disengaged behavior form based on low self-viability and acquiescence, while defensive silence is a protective behavior form based on fear (Van Dyne et al., 2003).

Additionally, dynamic responses are what lead to the defensive kind of silence. Additionally, employees' dynamic reactions to external warnings about self-security culminate in the defensive form of silence. When representatives are deeply disengaged and not actively recognized by the organization, acquiescent silence results (Pinder & Harlos, 2001). Furthermore, by excluding a range of viewpoints and opinions, silence can have detrimental effect on decision making (Dedahanov, Abdurazzakov, Fayzullaev, & Sun, 2021). Therefore, it is crucial to comprehend the elements that encourage employee silence in order to reap the benefits of diversity of employee viewpoints and to lower mishaps and corruption in businesses (Dedahanov et al., 2021). Some of the individuals may choose to remain silent at work, believing that sharing their insights will not lead to any meaningful change, particularly when they perceive the environment as unjust (Brislin, 1993; Pinder & Harlos, 2001). In addition employees might adopt a defensive silence strategy as a form of self- protection when they fear negative reactions from supervisors in

response to disclosing information (Van Dyne et al., 2003). Negative experiences might result in more serious psychological problems, whereas positive relationships are greatly valued (Yaakobi & Williams, 2016).

One phenomenon that employees experience as a result of lengthy workdays, aggressive conduct, a high task, time wasters, role uncertainty, and disagreement among coworkers is workplace ostracism (Qi, Cai, Liu, & Feng, 2020). Because it hinders the attainment of organizational objectives, workplace ostracism is seen as one form of counterproductive work behavior (M. Li, Xu, & Kwan, 2021). Exclusion from team projects, snubbing, cold-hearted treatment, avoiding eye contact, ignoring, and outright rejection are all examples of workplace ostracism behaviors (Elksas, Aziz Mansy, Mohammed Aly, & Elsayed Abdo, 2024).

Workplace ostracism is divided into two primary dimensions: personal effect of ostracism, which refers to the detrimental effects of ostracism on the employees' attitudes and behaviors, and ostracism perception, which deals with how employees perceive and identify ostracism at work (Ferris, Brown, Berry, & Lian, 2008; Kamboj & Garg, 2022; Manninen, Koponen, Sinervo, & Laulainen, 2024).

The Greek word *ostrakon*, which means a piece of pottery and is used as a voting ballot to determine whether to expel someone from the society, is where the word "ostracism" comes from. Thus, to be voted out is the origin of "ostracism" (Gkorezis & Bellou, 2016). As a result, people have a deep-seated dread of social group rejection. Ostracism is a difficult and negative experience for employees, and this perception has sparked research in the problem (Kim & Wang, 2024).

Ostracism at work is a mild form of behavior. Keeping a subordinate out of a group activity, for instance, would be a more tactful gesture than publicly scolding them for missing a deadline. Second, there is a lot of uncertainty with ostracism. It is easy for those who engage in such activity to defend it as harmless, a simple oversight without any corresponding malice.

Regretfully, companies' rules of conduct only address threats such workplace harassment and bullying and it does not consider ostracism to be a crime (Kim & Wang, 2024). However, little is known about how WO affects employees' attitudes and the mechanisms underlying these associations (Lyu & Zhu, 2019). According

to [Haldorai, Kim, Phetvaroon, and Li \(2020\)](#), ostracism at work results in a drop in employees' well-being as well as negative attitudes and behaviors.

The term "cold violence" is frequently used to describe workplace ostracism, which occurs in all organizations worldwide and is characterized by people feeling ignored and excluded by others. Even when there is no physical violence involved, ostracism nevertheless causes pain ([Ahmad, Saleem, & Qamar, 2023](#)). The act of exclusion would be considered an active type of punishment in which the determinant and consequence are named, if the victim were informed that they would be shunned because of a particular infraction. Because ostracized people are unable to express their problems through any kind of social interaction, workplace ostracism has been found to be more harmful to employees' well-being ([R. Zhang, Kang, Jiang, & Niu, 2023](#)). A person's psychological and emotional well-being is compromised when they lose resources or perceive a threat to their resources ([Legate, Weinstein, & Ryan, 2021](#)). People carry out their professional responsibilities and look for important social connections at work. In fact, victims use a range of tactics to try to satisfy their demands for belonging. Others however, might choose to stay away from the ostracizer and look for outside sources to satisfy their need to fit in.

Employees expect to establish and maintain enduring interpersonal relationships because they are social beings who naturally want to collaborate with their colleagues ([Baumeister & Leary, 2017](#); [J. Wu, 2017](#)). Ostracism at work can have negative effects on employees and organizations, including decreased wellbeing, subpar productivity, and more destructive conduct ([Bedi, 2021a](#); [Sharma & Rajib, 2022](#)). According to its sources, workplace ostracism can be divided into two categories: coworker ostracism and supervisor ostracism ([Ferris et al., 2008](#); [Hitlan & Noel, 2009](#); [Zhao & Xia, 2017](#)). According to [Jahanzeb and Fatima \(2018\)](#), colleague ostracism is the degree to which ostracized people are ignored or excluded by their peers, whereas supervisor ostracism is the degree to which ostracized people are ignored or excluded by their supervisors.

Employees who have been rejected feel more emotionally burdened ([Smart Richman & Leary, 2009](#)). Surveys on workplace ostracism have mostly been carried out in Asian nations, where individuals place a greater emphasis on collectivistic

ideals such cordial interpersonal interactions (Yaakobi & Weisberg, 2020). Although it has been suggested that workplace exclusion causes interpersonal stress (Jahanzeb & Fatima, 2017), academics has rarely looked at workplace exclusion from a stress perspective in a developing nation (Chung, 2018). Pakistani culture is considered as a society with the strong rule orientation and the support for large differences in authority and income due to its comparatively high levels of power distance, collectivism, and uncertainty avoidance (Hofstede, 2001). In this cultural paradigm, workers may tolerate or absorb any frustration brought on because of mistreatment at work without taking hostile or retaliatory action against the company or their supervisor, and they may stay in their current position if there aren't many job opportunities.

A tense mental and emotional state could arise from enduring workplace abuse without displaying any overt reaction (Sarwar, Abdullah, Sarfraz, & Imran, 2019). There is a lack of theoretical viewpoint about the perception of employees and the particular combination of ostracism kinds, as well as the employee's needs (which include relational and efficacy needs) and emotional, psychological, and behavioral responses (Nasir, Nasir, Khan, Khan, & Akyürek, 2024). Recent research has attempted to clarify the detrimental effects of mistreatment on workers' physical and emotional well-being (Harnois & Bastos, 2018), interpersonal deviance (Jahanzeb & Fatima, 2017), and other aspects of their lives.

Since "it may be necessary to develop interventions that can preemptively address ostracism that may occur to these people," it is crucial to comprehend the role that individual differences play in how people interpret and respond to the ostracism in the workplace (Bedi, 2021a; Howard, Cogswell, & Smith, 2020). Furthermore it negatively affects workers' self-esteem, self-control, and sense of belonging to others (Yang & Xia, 2023). In the workplace settings employees often choose to either pursue or withdraw from efforts to engage and persevere when encountering challenges such as exclusion by supervisors or colleagues. These responses are shaped by the specific demands they face (Y. Zhu & Zhang, 2021).

Furthermore, it is a type of passive mistreatment that produces negative feelings, attitudes, and behaviors. It also impairs one's capacity to establish and maintain solid interpersonal relationships with others, maintain a positive reputation

at work, and advance and succeed in their career (Ibrahim & Olaleye, 2025). The literature on employee silence was reviewed, and it was found that although workplace ostracism is important and has been shown to have a negative effect on organizations (Ferris et al., 2008), The previous researches have shown that ostracism affects employee silence (Jahanzeb, Bouckennooghe, & Mushtaq, 2021; Sahabuddin et al., 2021).

Although, recent literature which is now in publication makes obvious the numerous detrimental effects of the workplace ostracism (Howard et al., 2020; L. B. Singh & Srivastava, 2021). Little attention has been paid to the mediation function of work alienation and its relationship to employee silence. Negative experiences can result in deeper psychological problems, while positive relationships are greatly valued (Yaakobi & Williams, 2016). Nevertheless, there is limited understanding of the underlying mechanisms which explain that how workplace ostracism influences employees' attitudes (Lyu & Zhu, 2019). Moreover, while prior studies have largely focused on the outcomes of being excluded at work, there remains a gap in identifying the factors that might amplify or reduce the impact of workplace ostracism on job performance (Peng & Zeng, 2017).

It is anticipated that ostracism will hinder employees' capacity to participate fully in their work because it has a number of negative emotional and cognitive repercussions. Due to a lack of a strong legal framework, workers in developing nations' service sectors also experience ostracism and other forms of workplace abuse (Sarfraz et al., 2019). According to (N. Li & Yang, 2023), workplace ostracism is the prevalent interpersonal issue in companies which prioritize "subtlety" and "invisibility." According to academics, work alienation is a crucial idea for comprehending how work affects workers and ought to be a major focus of hrm (Conway, Monks, Fu, Alfes, & Bailey, 2020).

Alienation has come to represent a broad concept encompassing various forms of human unhappiness, to the extent that it has fostered a perception of being unchangeable claims (Musto, 2021). Even while it is well acknowledged that job alienation is a form of personal estrangement from one's surroundings, there isn't a common understanding of its causes, goals, or solutions, particularly in management studies (M. Liu, Liu, Muskat, Leung, & Liu, 2024). Three aspects of

work alienation are as follows: self-estrangement, which keeps employees from using their jobs as a platform to reach their full potential and instead uses them as a means of satisfying only external requirements like rewards; meaninglessness, which refers as the lack of compatibility between requirements of the work role and employees' beliefs, values, and behaviors; and powerlessness, which refers to the lack of independence, which involves limited freedom for employees to control their work activities (Amarat, Akbolat, Ünal, & Güneş Karakaya, 2019; Durrah, 2020; Ozer, Uğurluoğlu, Saygılı, & Songur, 2019). So, the concept of alienation in management studies frequently refers to a contradiction that people encounter at work, where two seemingly independent but interdependent entities—such as oneself and counterparts like their job, social circle, or coworkers—cannot always be in harmonious alignment (Huisling, 2019; L. Tummers, Bekkers, & Steijn, 2009). According to Marx, work alienation is a fragmented form of estrangement that begins with one's labor and work process, spreads to social interactions, and eventually impacts one's true self (M. Liu et al., 2024).

Because of their complicated perspective, humans are the most complex aspect in an organization and can make or break it (Valikhani & Zamani, 2019). Therefore, psychological traits of employees, work pressure, work alienation, and unfairness pose the biggest threat to an organization's human resources (Schaufeli & Bakker, 2004). The workers might feel more stressed out at work (Durrah, 2020). Workplaces are locations that adhere to certain rules that are considered appropriate in a given community (Di Marco, Martínez-Corts, Arenas, & Gamero, 2018). Unfortunately, it is one of the ignored areas in the literature, particularly in poor countries, where it may be a key factor in determining employees' unfavorable mental states at work, which could lead to dangerous behaviors. Mistreatment occurs when employees encounter verbal abuse, impolite or indecent behavior, or an unjust workload (Abubakar, Yazdian, & Behraves, 2018; McCord, Joseph, Dhanani, & Beus, 2018). Work alienation has become a prevalent and concerning trend in today's digitalized, globalized, and competitive workplaces, influencing the story of employee experiences in a variety of industries (Bauwens, Audenaert, Huisman, & Decramer, 2019; S. Singh & Randhawa, 2018). However, many modern workers still experience alienation from their jobs, coworkers, organizations, or even

themselves (Mohapatra, Madan, & Srivastava, 2023; S. Singh & Randhawa, 2018; Usman, Ali, Mughal, & Agyemang-Mintah, 2021), despite organizations' efforts to implement various organizational interventions to improve workers' wellbeing (Roodbari, Ogbonnaya, Olya, Vatankhah, & Gyensare, 2025). This phenomenon is referred to as alienation at work or job alienation. Nonetheless, studies on labor alienation in modern workplaces are conducted all over the world, and many contend that the sense of exploitation is fundamentally unchanged from the factories of Marx's day (Fuchs, 2022).

In today's intensely competitive work environment ostracism remains a significant issue that triggers adverse emotional, psychological, and behavioral responses among employees (D. Dash, Farooq, & Upadhyay, 2023). Workplace ostracism can be divided into two categories, according to (Wang, Lu, Wu, & Luo, 2023): co-worker ostracism (ostracism by coworkers/colleagues) and supervisor ostracism (ostracism by supervisor). Regardless of the kind, ostracized workers continue to be frustrated, and their unmet requirements for social connections and a powerful existence have a negative impact on the productivity of the company (Nasir et al., 2024). To thrive in the current competitive period, organizations require a motivated and stimulated staff (Khan et al., 2019; Nasir et al., 2024). Whether intentional or not, the power dynamics between the actor and victim shift when someone is ostracized (Fiset, Al Hajj, & Vongas, 2017).

Managers have not been adequately informed by literature regarding the detrimental effects of work alienation, which is defined as "the extent to which a person is estranged from work, the work context, and the self" (Hirschfeld & Feild, 2000). A psychological condition known as "work alienation" occurs when workers feel cut off from their jobs because their working conditions do not satisfy their demands. Low-quality interpersonal interactions and work that does not allow for self-expression are likely to cause emotions of work alienation among employees who encounter workplace ostracism, according to prior study (Nair and Vohra 2010). Reduced work resources, such as interpersonal and knowledge-acquisition resources, will lead to unproductive work behavior and decreased work satisfaction (Samma, Zhao, Rasool, Han, & Ali, 2020). Furthermore, individual differences determine how workplace exclusion affects job results (Howard et al.,

2020). Therefore, the relationship between the two may be mediated by work alienation. Despite the fact that research has shown how workplace exclusion affects work alienation (Amarat et al., 2019). Nonetheless, studies on labor alienation in modern workplaces are conducted all over the world, and many contend that the sense of exploitation is fundamentally unchanged from the factories of Marx's day (Fuchs, 2022). Employees who experience alienation may also feel helpless and unmotivated to voice their thoughts and recommendations on the companies. They could therefore be reluctant to speak up or provide comments pertaining to their jobs (R. Dong, Yu, Ni, & Hu, 2023).

This study also investigates how self-efficacy may act as the moderator to erase the detrimental impacts of workplace exclusion on employee silence. Employees' sense of efficacy and their need for positive relationships are linked to greater persistence and dedication in accomplishing job tasks, influencing a range of behavioral, psychological, and emotional outcomes (Jiang & Zhang, 2021; Howard et al., 2020; J. Wu, 2017; Yagil, Medler-Liraz, & Bichachi, 2023). The incentive and disincentive potential of result expectations are also influenced by perceived efficacy. The results people expect are mostly determined by their perceptions of their own performance in particular circumstances. When people expect themselves to do well, they expect positive consequences; when they expect themselves to perform poorly, they expect bad outcomes. Those who question their talents tend to slack up, quit up, or settle for subpar solutions when confronted with challenges, setbacks, and failures. People who are confident in their talents work even harder to overcome obstacles (Bandura, 2023).

According to Dedahanov, Rhee, and Gapurjanova (2019); Gibson (2001), the individuals with strong work related self-efficacy—meaning they believe in their ability to carry out specific tasks effectively in given situations are more likely to see task completion as a form of achievement and personal reward. Consequently, they are more inclined to adopt behaviors proactive in nature, such as voicing their opinions and suggestions to enhance organizational performance. In contrast, those driven by fear are more likely to expect threats or negative consequences from their environment. Consequently, we think that defensive silence is a common avoidance technique used by fearful people (Dedahanov et al., 2021).

Self-efficacy, which characterizes the person's confidence in his capacity to complete the task, is a crucial psychological quality (Bandura, 1982).

A high self-efficacy score indicates a strong judgmental process for carrying out a plan of action to complete a task (Mukta, Ahmad, Zaman, & Islam, 2024).

According to (Bhatti, Hussain, Santoro, & Culasso, 2023), an employee's relational needs (self-esteem and belongingness) and efficacy needs (power and meaningfulness) are negatively impacted by being shunned at work. Relational needs and employee efficacy are the most common human support mechanisms (Sharma & Rajib, 2022).

In light of the preceding discussion, it is clear that workplace ostracism is the substantial stressor in the workplace that can have negative psychological and behavioral effects for employees. Employee silence is one of the most common consequences of ostracism, in which people refrain from voicing their opinions, problems, or suggestions out of fear of being excluded.

Work alienation plays an important mediating role in this relationship, as alienated employees frequently feel helpless, useless, and disconnected from their work, strengthening their tendency to remain silent.

Additionally, self-efficacy may operate as a mitigating factor, affecting how much alienation results in quiet. Higher self-efficacy workers might be more able to handle rejection and stay involved, whereas lower self-efficacy workers might be more vulnerable to quiet and alienation. It is crucial to thoroughly investigate these links because of the negative effects that these factors have on both organizational effectiveness and human well-being.

The purpose of this study is to evaluate the moderating effect of self-efficacy while examining the mediating function of work alienation between employee silence and workplace ostracism. By doing this, it will add to the corpus of information already in existence and offer organizations guidance on how to create inclusive and open work environments.

1.2 Gap Analysis

Although previous research has found a significant link between workplace ostracism & unfavorable employee outcomes, major gaps remain in our understanding of how and why these impacts materialize, notably in terms of employee silence. Much of the existing literature has concentrated on direct repercussions of the workplace ostracism frequently ignoring the underlying psychological mechanisms that convert ostracism into later withdrawal behaviors.

Current frameworks demonstrate that unfavorable workplace dynamics, such as ostracism, can act as critical triggers during the latent phase, but the transition to full-blown alienation and subsequent silent behaviors is unknown (J. Liu, Carminati, & Wilderom, 2025). The precise process by which workplace ostracism catalyzes the transition from latent feelings of disconnection to overt silence is largely unknown.

Existing frameworks suggest that adverse social experiences, such as workplace ostracism, may be critical antecedents during the early stages of alienation; however, the developmental pathway leading from these early experiences to behavioral manifestations such as employee silence has yet to be clearly articulated. According to H. Liu and Xia (2016), there is a dire requirement for further investigation into the internal psychological mechanisms that link workplace ostracism and silence. Furthermore, M. Li et al. (2021) underline the importance of uncovering other mediators in this association, implying that work alienation could be a key mechanism deserving of empirical inquiry.

In line with previous scholarly recommendations (Nair & Vohra, 2010), this study aims to broaden theoretical understanding by assuming work alienation as the mediator between workplace ostracism and employee silence. By addressing this mediating pathway, the study not only addresses existing research needs, but also aims to create a more complex and comprehensive account of how workplace maltreatment progresses into silent behavior. Furthermore, while previous research has identified self-efficacy as an important individual resource capable of mitigating unpleasant workplace experiences (Sarwar et al., 2019), its moderating effect in the ostracism-silence link has received less attention. Although self-efficacy

has been shown to reduce stress and other negative psychological effects, little is known about how it affects the translation of ostracism into silence. [Sharma and Rajib \(2022\)](#) emphasize this gap by urging for research into the border conditions that may enhance or erase the negative impacts of the workplace ostracism.

Self-efficacy was chosen as the moderator in this study instead of other potential buffers such as emotional intelligence [Qureshi, Sarwat, Ali, and Afridi \(2020\)](#), resilience [Chang, Huang, Wang, and Yang \(2025\)](#), or perceived organizational support [Sarfraz et al. \(2019\)](#). These alternatives are generally associated with emotional regulation or external support, while self-efficacy reflects an internal belief in one's ability to take effective action. Its value is both theoretical and practical, as it can be developed through organizational strategies such as training, coaching, and leadership development, making it a useful resource for intervention. In this model, self-efficacy is positioned as a moderator on the direct path between workplace ostracism and employee silence, as it is more relevant to behavioral outcomes. Although the model incorporates an indirect pathway involving work alienation, self-efficacy was deemed more fitting as a moderator at the behavioral stage, where employees make the choice to voice their concerns or stay silent. This placement offers meaningful insights into how personal agency influences employee responses to workplace exclusion.

This study fills crucial theoretical and empirical gaps by including work alienation as a mediator and self-efficacy as a moderator into a unified framework. Furthermore, by situating the study in a previously unexplored context, it provides the fresh perspectives on the complex interactions involved in workplace exclusion and its implications, contributing to both theoretical advancement and practical organizational strategies aimed at fostering healthier workplaces.

1.3 Problem Statement

Workplace ostracism, though often subtle, is a powerful form of social exclusion in which individuals are intentionally left out or ignored by colleagues or supervisors. It has gained recognition as a serious organizational stressor that can significantly affect both employee mental health and overall workplace dynamics. In academic

environments—where collaboration, intellectual sharing, and community are central—ostracism can have particularly harmful effects.

Whether real or perceived, being excluded from professional or social interactions can strain interpersonal connections and contribute to a work atmosphere that feels hostile and psychologically unsafe. Those who face such exclusion often endure emotional strain, decreased self-esteem, and a growing sense of isolation. To protect themselves, many may choose to remain silent, refraining from expressing their opinions, sharing ideas, or raising concerns out of fear of further exclusion.

While silence may seem like a protective response, it can hinder personal development and slow down institutional growth. Research has shown that ostracism in the workplace is linked to a range of negative outcomes, such as limited communication, reduced creativity, lower job satisfaction, and employee disengagement. These effects are especially damaging in academic institutions, where innovation, critical thinking, and open dialogue are vital to achieving educational goals.

When ignored, workplace ostracism can deteriorate employee well-being and weaken the institution's ability to maintain a positive, high-functioning academic environment.

1.4 Research Question

This study centers around the following key research questions:

Question 01:

- Does workplace ostracism influence employee silence?

Question 02:

- Does Work Alienation mediate the relationship between Workplace Ostracism and Employee Silence?

Question 03:

- Does Self Efficacy moderate the relationship Workplace Ostracism and Employee Silence?

1.5 Research Objectives

This research explores how workplace ostracism is connected to workplace ostracism and employee silence within educational institutions, focusing on how social exclusion influences employees' tendency to withhold valuable input. It proposes work alienation as a mediator that deepens this link, suggesting that alienation may drive employees further into silence. Additionally, self-efficacy is examined as a moderating factor that could potentially mitigate ostracism's impact on silence. These are the specific objectives of the study, as illustrated in the research model:

1. To examine the impact of Workplace Ostracism on Employee Silence.
2. To examine the mediating role of Work Alienation between Workplace Ostracism and Employee Silence.
3. To find out the moderating relationship of Self Efficacy between Workplace Ostracism and Employee Silence.

1.6 Significance of the Study

This study holds substantial theoretical and practical significance in understanding workplace ostracism's impact on employee silence, particularly in educational settings. From a theoretical perspective, the research addresses critical gaps by exploring the mediating role of work alienation and the moderating effect of self-efficacy. Previous studies have largely overlooked the internal mechanisms and contextual dynamics connecting workplace ostracism to employee silence. This is especially significant given that work alienation is being used for the first time as a mediator and self-efficacy as a protective factor against the adverse outcomes of ostracism. The research also holds practical importance for educational institutions, including schools and universities in both public and private sectors. Workplace ostracism not only undermines employees' well-being but also impairs organizational effectiveness by fostering a culture of silence. The organizational culture of Pakistan is characterized by hierarchical structures and high power distance. In such environments, behaviors like workplace ostracism may be more pervasive

and less openly challenged, making it a critical area of study. Investigating these dynamics within public and private educational institutions further enhances the study's relevance and originality.

1.7 Supporting Theory

This study is based on [Hobfoll \(1989\)](#) conservation of resource theory, which is an important paradigm for understanding how people respond to adversity, particularly in the workplace. According to the notion, people attempt to maintain, defend, and develop valued resources, which can include personal characteristics, social relationships, or material goods ([Hobfoll, Halbesleben, Neveu, & Westman, 2018](#)).

A major assumption of COR theory is that the effects of losing resources are more substantial than those of gaining them. It goes on to explain that stress arises when resources are endangered, lost, or poorly replaced following a significant exertion. When resources are threatened or running low in an organizational setting, people may use coping strategies to preserve what they have left. The concepts of resource investment and resource loss spirals found in COR theory are especially pertinent to comprehending workplace dynamics ([Ahmad et al., 2023](#)). It also emphasizes resource loss spirals, in which the depletion of one resource leads to more losses, and resource investment, in which individuals invest their resources to defend against future losses or acquire new resources.

The COR hypothesis based on the idea that individuals want to acquire, preserve, nurture, and protect the resources they consider most valuable. These valuable personal resources typically include physical health, emotional wellbeing, family relationships, self-esteem, a sense of belonging, and a meaningful life purpose. An individual's level of these resources is often shaped by their feelings of social inclusion, perceived control, self-esteem, and life significance. When these essential resources are threatened it can trigger stress responses or affiliative behaviors aimed at coping, such as the "tend-and-befriend" response ([Williams, 2009](#); [Hobfoll et al., 2018](#)). According to the (COR) theory, having access to internal strengths and external support system, such as confidence and self-regulation can help as

a cushion to the adverse impact of resource loss, which otherwise might hinder performance (Sarwar et al., 2019).

According to Hobfoll (1989), workplace ostracism can be viewed as the significant stressor which threatens the essential resources, which employees require. The COR Theory, introduced by Hobfoll explains stress as the motivational process where individuals aim to retain, protect, and acquire valuable resources. When employees experience exclusion at work, it can lead to the draining in their mental and emotional resources (Shafique, Qammar, Kalyar, Ahmad, & Mushtaq, 2020). When employees are subjected to workplace ostracism, they lose resources, which have a detrimental impact on their urge to belong. Then they start saving personal resources by neglecting, say, a colleague's request for assistance or the demands of clients and patients. Considering its perspective, COR theory Hobfoll (1989, 2011) suggests that employees who experience ostracism tend to engage in self-avoidant strategies, such as employee silence, to safeguard their remaining resources and reduce psychological distress. We formally propose that Conservation of Resources (COR) theory Hobfoll (1989) serves as a suitable foundation for our theoretical framework on WO which is both psychologically taxing and physically difficult. Such bad experiences induce counterproductive behaviors among the employees increase the risk of undergoing silence.

Furthermore, based on the COR, it is reasonable to believe that frequent ostracism exhausts the employee as a result of being ignored by coworkers. Workplace ostracism has been linked with a reduction in employees' sense of connection to their organization (C.-H. Wu, Liu, Kwan, & Lee, 2016), heightened levels of psychological stress (Yaakobi & Williams, 2016) and an increase in counterproductive behaviors within the workplace (Ferris et al., 2008). Conceptual articles argued that high power distance cultures may influence employees' willingness to communicate or holdback their opinions (Morrison, 2014).

Ostracism prevents individuals from interacting with one another and impedes meaningful partnerships in the workplace, impairing human functioning (Ahmad et al., 2023). As a result, the effects of ostracism begin to penetrate into persons' psychological and pragmatic behavioral functioning. It is generally assumed that those individuals with limited resources are more prone to loss of valuable assets

.According to [Halbesleben, Neveu, Paustian-Underdahl, and Westman \(2014\)](#) early depletion of resources lead to subsequent resource losses (loss spirals). This viewpoint is consistent with COR, claiming that when an individual has the chronic exposure to workplace ostracism it depletes an individual's resources. It may eventually results in workplace alienation ([Williams, 2007](#)). Given that work alienation is not a positive condition in which those resources that are needed to perform tasks get depleted ([S. Li & Chen, 2018](#)). So, alienated employees frequently find themselves trapped in a downward spiral, where they consistently experience the erosion of personal resources particularly the emotional ones, which ultimately leads to further decline and eventually they stop voicing their opinions.

The second core tenet of the conservation of resources theory implies that individuals need to allocate their existing resources to prevent further depletion recover from what has been lost, and acquire additional resources. This includes not only the direct replacement of resources but also indirect investments, such as enhancing employees' capabilities to navigate a challenging work environment. In the latter circumstance, skills and confidence resources are strengthened to compensate for the loss of prospective revenue if gains are not obtained ([Hobfoll et al., 2018](#)). He defined resources to include "those objects, personal characteristics, conditions, or energies that are valued by the individual or that serve as a means for attainment of these objects, personal characteristics, conditions, or energies" ([Hobfoll, 1989](#)). While resources come in many different forms, some examples include energy, cognitive ability, self-esteem, self-efficacy, and intelligence. Individuals benefit from resources because they can be used to battle stressful conditions and to protect against future resource depletion ([Wayne et al., 2017](#)).

As a result, self-efficacy is an important personal resource that can assist to lessen the impacts of resource loss caused by ostracism ([Hobfoll & Shirom, 2000](#)). [Hobfoll \(1989\)](#) COR theory emphasizes the importance of psychological resources such as self-efficacy in total resource management and maintenance. Employees with high self-efficacy are better positioned to gain resources, whereas those with low or no self-efficacy are more likely to lose resources ([Hobfoll, 2001](#)). The psychosocial resources, when coupled with past successful experiences proven to enhance other essential personal resources like inner confidence, self-value, and self-discipline

([Bandura, 1986](#)). Employees that are self-efficacious can exert personal control over their own performance and overcome hurdles (Chan et al., 2017).

Those employees that have stronger self-efficacy are better able to deal with ostracism. They view it as a transitory difficulty rather than a reflection of their quality. Those with poor self-efficacy, on the other hand, are more susceptible to resource loss spirals, which aggravate feelings of alienation and silence, limiting involvement with the organization.

Chapter 2

Literature Review

2.1 Workplace Ostracism and Employee Silence

Workplace ostracism is the degree to which an employee perceives that they are ignored or excluded by others at work (Ferris et al., 2008), as well as "when an individual or group omits to take actions that engage another organizational member when it is socially acceptable to do so" (Robinson, O'Reilly, & Wang, 2013). Authors that use perceptual definitions are typically centered on the victim emphasize the individual's experience, while those definitions that are based on behavior tend to focus on the environment or the actions of the perpetrator (Jahanzeb & Fatima, 2018; Fatima, Ilyas, Rehman, & Imran, 2017; Quade, Greenbaum, & Mawritz, 2019). The results of ostracism are mostly determined by the perception of ostracism (Horward et al, 2020).

Literature on workplace ostracism has a fragmented body of information due to the rapid emergence of multiple study lines. Within the dominant stream, researchers examine the consequences of ostracism by concentrating on the victim or target (Ferris et al., 2008). These researchers' main concerns include the psychological damage experienced by victims, and their likelihood of engaging in retaliatory or responsive actions (Williams, 2007). Workplace ostracism have been identified as a major contributor to personal difficulties in employees leading to increased psychological stress and diminished self-esteem (Eickholt & Goodboy, 2017).

In recent years scholars have begun utilizing comprehensive theoretical models to explore the causes and the consequences of the workplace ostracism even though many studies priorly have focused on explaining either its antecedents or its effects separately (Ferris, Chen, & Lim, 2017). People may not suffer many bad effects from ostracism if they are not aware that they are being shunned, but they may suffer numerous unfavorable effects if they believe they are being shunned even when there isn't any genuine ostracism (Howard et al., 2020). According to earlier writers, ostracism at work might be considered both rudeness and abuse (Ferris et al., 2017). Another low-intensity action that meets the definition of incivility is workplace ostracism, which breaches standards and usually has an unclear motive. But not every instance of rudeness and maltreatment qualifies as ostracism. For instance, gossiping about someone is a form of rudeness but not always ostracism, while physical attack by a colleague considered as inappropriate behavior but it does not necessarily qualify as ostracism. Various personalities have varying effects on extraverted people, for example, are socially conscious and inclined to cherish their social ties, which may lead them to refrain from actions that could lead to exclusion. People that are agreeable are generally more compliant and less prone to start arguments that could lead to rejection. Conscientious people focus on their responsibilities and work hard. These people are less prone to get engage in undesirable behaviors that interfere with productivity and further lead to ostracism. Accordingly, it is thought that conscientiousness, agreeableness, and extraversion all have a strong and unfavorable relationship with workplace ostracism (Howard et al., 2020).

Social networks of employees can either prevent them or reinforce their perception as a victim, and ostracism at work usually seen to be adversely correlated with perceived social support. Ostracism is generally thought to have detrimental effects on individuals and organizations, such as a positive correlation with deviant behaviors and employee silence (Howard et al., 2020). However, some of the authors also have found the potential benefits of workplace ostracism in specific situations where they display prosocial behaviors (E. Xu, Huang, & Robinson, 2017).

Some individuals are prone to feel hurt and have unfavorable opinions about other people and the organization when they perceive themselves ostracized (Mao, Liu,

Jiang, & Zhang, 2018). Ostracism at work may result in prosocial or antisocial conduct (Mao et al., 2018). The workplace ostracism can lead to negative reciprocity, which is consistent with the "eye for an eye" concept. As a result, ostracism is associated with adverse reactions, such as misconduct (Greco, Whitson, O'Boyle, Wang, & Kim, 2019). According to H. Liu and Xia (2016), the repercussions of the ostracism at work can extend beyond the workplace and have a ripple effect on the family.

Ostracism at work is dangerous because it prevents people from interacting with others and forming social bonds (E. Xu et al., 2017). In addition to causing a number of unpleasant effects like pain, anxiety, and depressed moods, ostracism disrupts the basic human need for consistent, stable, and good interaction with other people (Mao et al., 2018). Ostracism at work is a stressor that tends to drain victims' social and psychological reserves (H. Zhu, Lyu, Deng, & Ye, 2017). Because the workplace ostracism poses a challenge to an individual's fundamental psychological need, it is negatively correlated with employees' work attitudes (Bedi, 2021a). Since ostracism at work is an unpleasant and dangerous experience, it is strongly correlated with dysfunctional and bad work outcomes such as elevated deviance and undermining. People who are ostracized are unable to engage with others and form beneficial social relationships when they are disregarded and shunned by others. Because social ties are required for accessing information and resources at work, ostracism might impede the ability of an individual to create relationships and achieve job performance expectations (Bedi, 2021b).

Workplace ostracism is described as "the extent to which an individual perceives that he or she is ignored or excluded by others" (Ferris et al., 2008). When employees fail to establish and sustain strong meaningful ties with colleagues, it can put their interdependent relationships at risk (Kwan et al., 2018). The workplace ostracism has been defined by (Mao et al., 2018) as a form of social isolation, refusal to accept, relational abuse, and societal erasure, with unpleasant and painful psychological and physical consequences. Experiencing this can be emotionally draining (Mao et al., 2018).

A person's sense of belonging either strengthens or weakens their belief that other people are concerned about them and want the best for them. Positive emotions

are experienced by people when their desire to belong is met, whereas unpleasant feelings might result from deprivation of this need. Numerous detrimental behavioral, psychological, and social effects, such as mental illness and a propensity for criminal activity, can be explained by a lack of belonging. People who feel like they belong are more perceptive and receptive to the needs of others (Haldorai et al., 2020). People act differently toward people they feel like they belong with. Employee contribution and work engagement are negatively impacted by WO, which also lowers job attitude (Haldorai et al., 2020). It has a detrimental effect on workers' physical and emotional health (Park & Ono, 2017). Ostracism has a detrimental impact on people's sense of belonging, which in turn influences their performance at work. According to Haldorai et al. (2020), when subordinates experience ostracization from their bosses, they become less devoted to them, gossip negatively about them, and feel less empowered (Chou & Chang, 2020). Surveys on workplace ostracism have mostly been carried out in Asian nations, where individuals prioritize collectivistic ideals such as cordial interpersonal ties (Yaakobi, 2022). Because it causes more stress and loneliness, being shunned at work may improve health conditions (Gou et al., 2021).

Since we believe that every person values their work, we presume that success at work is also significant (Manninen et al., 2024). Employees are less likely to feel the need to compete to keep their position and status in their community when they receive equitable treatment (Manninen et al., 2024). Wesselmann, Wirth, Pryor, Reeder, and Williams (2013) found that because they were already used to being ignored, people who typically felt lonely did not suffer rejection to the same extent as people who did not feel lonely. Loneliness and the WO can cause psychological harm to the employees, and significantly diminish their level of job satisfaction (Uslu, 2021). When individuals face workplace ostracism, they will have negative reciprocal psychological response toward organizations. Individuals may respond with subtle forms of retaliation toward organizations as this approach helps them avoid direct confrontations or interpersonal conflicts. Workplace ostracism presents a distinct challenge to an employee's ability to preserve their social image or "face" (M. Liu et al., 2024). According to prior research, WO involves behaviors where multiple coworkers deliberately exclude or ignore a

particular employee, highlighting a dynamic rooted in "individual-to-individual" interactions (Ferris et al., 2008).

Coworker ostracism refers to the degree to which individuals who experience ostracism are excluded by their peers, whereas supervisor ostracism is the degree to which ostracized persons are ignored or excluded by the supervisor(s) (Jahanzeb & Fatima, 2018). Thus, we propose that helping behavior is adversely affected by coworker ostracism, a classic kind of interpersonal abuse (Howard et al., 2020). Being shunned by colleagues lowers a person's emotional ties with others (L. Z. Wu, Yim, Kwan, & Zhang, 2012) and indicates that they are not seen by others as an acceptable part of the group deserving of respect (Robinson et al., 2013). According to Bedi (2021a) and (Howard et al., 2020), it is crucial to comprehend the role that individual differences play in how people perceive and respond to workplace ostracism because "it may be necessary to develop interventions that can preemptively address ostracism targeting those individuals" (Howard et al., 2020). However, prior research has typically use as a controlling factor instead of a study variable (Howard et al., 2020).

It should come as no surprise that those who shun others express feelings of power, whereas those who are shunned express feelings of helplessness (Fiset et al., 2017). Therefore, being shunned at work would make it more difficult for the person to use organizational resources. The ability to access these resources, which can be financial, psychological, or informational, depends on belonging to the "right network." As a result, the ostracized person would be feeling less powerful, and this could be one of the ways that ostracism is linked to prosocial behavior (Fiset et al., 2017). Ostracism is distinguished from other incivility behaviors like bullying and abuse that result in subsequent cycles of rude and retaliatory actions by the prosocial responses of those who are shunned (Ferris et al., 2017). Additionally, victims of employment exclusion may choose to seek assistance elsewhere. Another way ostracizees restore thwarted demands and limited authority in the workplace is through antisocial responses, which are a component of counterproductive work habits (Fiset et al., 2017). Even though these definitions highlight certain behaviors that fall under the concept of ostracism, it would be beneficial to have a definition that captures and clarifies the fundamental trait shared by

all of these behavior. What common features such as isolating, avoiding, overlooking, and share that warrant grouping them under the overarching concept of "ostracism" (Ibrahim & Olaleye, 2025). Other types of interpersonal psychological neglect, which reflect the "darker" aspect of organizational conduct, are linked to workplace ostracism (Leung et al., 2011). Additionally, it encourages people to avoid confrontations and seek acceptability from their peers. Some people have a strong desire to fit in therefore when they are ignored, they are still driven to make change for any wrongdoing and find a coping mechanism to fit in.

There are several reasons why employees choose to keep silent. First, studies have shown that some of the individuals withhold valuable input out of a sense of helplessness or resignation, feeling that their contributions will not lead to any meaningful change. This behavior is commonly known as acquiescent silence (Pinder & Harlos, 2001). In this instance, employees believe they do not make a difference and are consequently unwilling to make aggressive efforts to provide ideas or proposals (Van Dyne et al., 2003). Employees may also purposefully withhold relevant ideas in order to protect themselves, thinking that speaking up will put them personally at risk. This process is known as the quiescent or defensive silence (Pinder & Harlos, 2001; Van Dyne et al., 2003). Defensive or the quiescent silence is the action used to protect the individual engaged from external hazards. Subsequent stud revealed that employees might remain silent at work for self-interested goals. A third sort of silence is prosocial silence, which entails hiding work-related ideas, information, or opinions in order to helping other individuals or organizations based on the drives of cooperation (Van Dyne et al., 2003). Unlike other forms of silence, prosocial silence is more complex, as it can lead to both beneficial & adverse outcomes such as improved task performance (Zehir & Erdogan, 2011) and increased job-related stress (Mengenci, 2015). Finally, the fourth sort of employee silence is the opportunistic silence, involves purposefully suppressing ideas related to work, facts and opinions in order to gain an advantage while accepting the risk of harming others (Knoll & Van Dick, 2013). When employees strongly identify with their organization are likely to express themselves through increased personal engagement at work (Hao et al., 2022). They also feel a larger sense of responsibility to assist the company in dealing with challenges. Employees

that have a strong sense of identification with their organization are more inclined to view its challenges as personal concerns and believe that their contributions or creative ideas will be valued (Arain, Hameed, Khan, Strologo, & Dhir, 2022). Empirical studies further indicate a negative relationship between organizational identification and employee silence (He, Wang, Wu, & Estay, 2018).

We anticipated that there is a positive correlation between WO and ES (Hao et al., 2022). The psychological requirements of employees (e.g., competence, relatedness, autonomy) are threatened by such behavior, which lowers their motivation to contribute to the business by, for example, raising concerns (Jahanzeb & Fatima, 2017; J. Wu, 2017). Employee silence has been found to be adversely correlated with one's perception of social support from family, coworkers, and supervisors (e.g., (Y. Zhang, Xu, Zhang, & Liu, 2019; S. Li & Chen, 2018). In order to avoid direct confrontations with their bosses and coworkers, people who operate in cultures or environments characterized by strong hierarchical structure, individuals are more inclined to restrain both their speech and actions (Graham et al., 2018). In particular, workers never speak at work due to fear or threat (Hao et al., 2022). Because of risk perceptions, they are less likely to be satisfied or dedicated to the company when they feel threatened (Dedahanov & Rhee, 2015). Additionally, when their ideas are not taken into consideration and appreciated, workers tend to distance themselves from their jobs, which lowers their level of engagement (Tsai, 2018; Pirzada, Mirani, Phulpoto, Dogar, & Mahar, 2020).

A multidimensional construct proposed by (Knoll & Van Dick, 2013) that is triggered by four various motivations (for example, the quiescent, the acquiescent, the prosocial, and the opportunistic silence). One approach to express oneself is to address problems and voice thoughts and concerns. This can enhance working conditions and even elevate one's standing in the group (e.g., (Chamberlin, Newton, & LePine, 2018; Weiss & Morrison, 2019). But criticizing others and interfering with routines and group operations might jeopardize relationships, group cohesion, and status hierarchies (Brinsfield, 2009). Several factors encourage employees to be silent because of the possible consequences of speaking up (Knoll, Wegge, Unterrainer, Silva, & Jønsson, 2016; Morrison, 2014; S. Sharma, Parke, & Isaakyan, 2021). According to various studies, workers remain silent at work out

of concern that speaking up could harm their relationships, their career, or result in being labeled as a 'troublemaker' for speaking up (Kish-Gephart & Breaux-Soignet, 2013). This response often leads to what is known as quiescent silence, a concept introduced by Pinder and Harlos (2001).

Second, Pinder and Harlos (2001) proposed that in addition to fear-based silence, employees also keep their opinions to themselves because they believe that speaking up will not change anything and that possible recipients are unresponsive or uninterested in the topic at hand. Pinder and Harlos (2001) identify this sort of silence as acquiescent silence, that is associated with negative emotions, though with less intensity than the quiescent silence, and closely resembles the psychological condition known as learned helplessness (Kirrane, O'Shea, Buckley, Grazi, & Prout, 2017).

According to Van Dyne et al. (2003), a third type of silence known as the prosocial silence implies that workers keep their opinions to themselves in order to avoid embarrassing their superiors, coworkers, or a particular group (such as their organization or profession). Prosocial silence is distinguished from quiescent and acquiescent silence by the presence of good feelings and the desire to help others. Negative feelings such as shame, sadness, and fear are not included though (Kirrane et al., 2017).

Therefore, compared to other forms of silence, prosocial silence is more complicated (Perlow & Repenning, 2009). In addition to its correlation with both good and bad outcomes, this may be one of the reasons for the diverse and sometimes ambiguous relationships with other dimensions including health, work satisfaction, and voice opportunities (Knoll & Van Dick, 2013).

Finally, a fourth type of silence, opportunistic silence, has been established to account for the reality that silence is often motivated by selfish reasons, such as the desire to protect a knowledge advantage or avoid additional burden (Knoll & Van Dick, 2013). Opportunistic silence originates from studies related to deliberately withholding information, knowledge hoarding, and engaging in actions that harm workplace productivity (Connelly, Černe, Dysvik, & Škerlavaj, 2019; Evans, Hendron, & Oldroyd, 2015) and is associated with negative connotations. Brockner et al. (2001) found that samples from high-power distance nations (such

as China and Mexico) responded better to lower levels of voice opportunity. Employees often show a preference for turning to authority figures for direction the sources of guidance on which employees rely when dealing with work-related issues.

According to [Lam and Xu \(2019\)](#); [Taras, Kirkman, and Steel \(2010\)](#), there is a positive association between hierarchical power structures and acquiescent quiet, which is connected with aligning with existing norms and a willingness to accept things as they are. Individuals from hierarchical power structures tend to prefer directive leadership styles ([Taras et al., 2010](#)) and generally accept that the existing state of affairs should remain unchanged. As a result, they are more inclined to believe that avoiding disruption is the most effective approach.

In the literature on organizational behavior, employee silence have been regarded as a prevailing hot issue ([Ayub, Sultana, Iqbal, Abdullah, & Khan, 2021](#); [Jahanzeb, Fatima, Javed, & Giles, 2020](#)). It has been described as both an organizational-level phenomenon (e.g. collective silence behavior in groups) and an individual-level behavior ([Van Dyne et al., 2003](#)). The focus of this study is on individual employees, specifically the reasons behind their decision to remain silent. Despite the perception that voice (expressing thoughts) and silence (deliberately withholding ideas) are diametrically opposed, both actions are multifaceted and intricate ([Nechanska, Hughes, & Dundon, 2020](#)).

A proactive individual, for example, is more likely to use voice behavior by seeing areas that could use improvement. Fourth, it can be easier to comprehend boundary constraints and other hurdles in the workplace if silence is viewed as an autonomous workplace phenomenon rather than the lack of voice.

Organizational politics is one of the many elements that scholars have found to be responsible for employee silence ([J. Khalid & Ahmed, 2016](#)). However, little is known about its interpersonal factors such as workplace ostracism, which describes situations in which colleagues ignore greetings, disregard proposals made by colleagues during meetings, or decline lunch invitations ([Jahanzeb & Fatima, 2018](#)).

Given all the other pressures, these instances of workplace exclusion appear insignificant at first glance, such as when coworkers are not asked to lunch or are not

included in some business messages (Brinsfield, 2013). Indeed, prior studies have demonstrated that ostracism at work might have even more detrimental effects than violence and harassment (Howard et al., 2020; Jahanzeb et al., 2020). As a form of emotional abuse, Ferris et al. (2008) identified workplace ostracism as a form of emotional mistreatment and emphasized two key points (1) Ostracism in the workplace can come from various sources, not just a single group—meaning that employees may experience exclusion from colleagues, subordinates, supervisors, or even clients; and (2) the perception of being ostracized is deeply personal varying greatly from one individual to another. For example, while one employee may interpret being excluded from a lunch invitation as a form of ostracism, another may not find it significant. (3) When someone is ostracized, their interpersonal encounters can often be distressing, harmful, and uncomfortable. Workplace ostracism is widely recognized as both physically exhausting and mentally taxing, which may hinder employees' willingness to engage in OCB (Chung, 2018). That negatively impact their job performance in way can also lead to a decrease in their job satisfaction and commitment (Chung, 2018) and reduce their service performance (Jahanzeb et al., 2020).

Jahanzeb et al. (2020) suggest that employees who experience ostracism often feel powerless in such situations and respond with disengaged behaviors, such as acquiescent silence, as a non-retaliatory reaction. There is a positive connection between workplace ostracism and defensive silence. Since defensive silence arises from the fear of external threats, employees who are ostracized often believe that speaking out against their exclusion could be detrimental to their well-being (Ayub et al., 2021; B. Khalid, Iqbal, & Hashmi, 2020). In high power distance cultures, expressing one's voice is often perceived as risky, and speaking up can come with significant personal costs. As a result, employees may adopt defensive silence as a means of self-protection against external risks. Building on this perspective, the authors suggest that workplace ostracism can lead to various forms of employee silence, including acquiescent and defensive silence. However, they also acknowledge a possible exception in the case of the prosocial silence. (Yaakobi, 2022). This occurs because prosocial silence is associated with more positive emotions, primarily directed toward others (Van Dyne et al., 2003). For instance, ostracized

employees are less likely to engage in the prosocial silence which is driven by a concern for others. The principle of reciprocity reinforces this idea, suggesting that individuals tend to respond to others in kind—for example, they are likely to behave positively toward those who treat them well (Gouldner, 1960). When facing unfavorable circumstances, individuals may resort to silence as a coping strategy. This can manifest as passive behavior, such as withholding suggestions or ideas due to the belief that voicing them would be futile (Jahanzeb et al., 2020), or as disengagement, where they choose not to share important information or opinions out of fear that doing so could result in personal harm (Jahanzeb, Fatima, & Malik, 2018). Although previous studies have linked employee silence with the stress and the strain (Dedahanov et al., 2016; X. T. Dong & Chung, 2021). This dynamic tends to worsen in collectivist societies with high power distance, like Pakistan (Jahanzeb & Fatima, 2018; Jahanzeb et al., 2020). Cultural norms in hierarchical different nations dictate that workers should respect the hierarchy and that speaking up is inappropriate in situations where interpersonal ties are crucial (Srivastava, Chhabra, Madan, & Puri, 2023).

Previous research confirmed that people do not plan to utilize voice comments because they are afraid of being seen as challenging their superiors' authority (Jain, Agarwal, Sharma, & Kumar, 2023). To preserve the status quo, employees instead decided to remain silent (Srivastava et al., 2023). The probability of seeing psychological stress due to self-defeating behaviors increases in certain cases of workplace exclusion.

In this context, Srivastava et al. (2023) found that the suppression of emotions is linked to a decline in both mental and physical well-being. Initially coined to describe negative interpersonal treatment the concept of ostracism have increasingly become a focal point in organizational studies (Howard et al., 2020). Jahanzeb et al. (2020) explain that employees often interpret workplace ostracism as a psychologically taxing experience that can deteriorate their overall well-being. Moreover, previous research has shown that being excluded can lead individuals to feel as though they are socially invisible or erased, a phenomenon described as “social death” (Sommer, Nagel, & Williams, 2021), that threatens their fundamental sense of significance and belonging. Other academic findings also demonstrate

that workplace ostracism can lead to a noticeable decline in cooperative and helpful behaviors among employees (Balliet & Ferris, 2013). Ostracized employees are often driven to engage in retaliatory actions exhibiting a 'tit for tat' approach, where they seek to respond to ostracism with similar behaviors (Zhao, Xia, He, Sheard, & Wan, 2016), and leading towards interpersonal deviant actions (Jiang & Zhang, 2021). In response, employees may engage in counterproductive behaviors like employee silence (ES) as a means of coping. Jahanzeb et al. (2020) support this view, indicating that individuals who feel ostracized often resort to passive or avoidant strategies to manage the psychological impact of workplace exclusion.

Understanding workplace ostracism thoroughly is essential to defining what constitutes and does not constitute ostracism. Ostracism at work is a dishonest and inappropriate treatment that results in weak ties in the workplace (Williams & Nida, 2017). For a subordinate, ostracism creates a distressing work environment that increases the risk of transforming the positive perspectives of other people groups into negative ones. Ostracism at work causes people to remain silent that reduces productivity (S. Khalid, Malik, & Atta, 2024). Moreover, employees who are ostracized and choose to speak up and voice their concerns through voice behavior do not perform any better than those who remain silent and focus on rebuilding their self-esteem (Imran, Fatima, Sarwar, & Iqbal, 2023). It is critical to understand how social values influence ostracism and voice behaviour. Previous studies have identified fear as one of the primary drivers of silence in organizational settings. It reinforces employees' tendency to remain silent (L. B. Singh & Srivastava, 2021) due to concerns about potential consequences such as disciplinary actions, job termination, loss of rewards, negative feedback from supervisors, or the risk of being socially excluded by colleagues.

The study conducted by Fatima et al. (2017) focused on exploring the relationship between workplace ostracism and employee silence among teachers in public sector universities in Punjab. They found that workplace ostracism is positively associated with employees choosing to remain silent. Ostracism has been found to be one of the significant drivers of Employees' Silence Jahanzeb et al. (2021); Imran et al. (2023); Sahabuddin et al. (2021). In addition, workplace ostracism have the potential to affect the performance of employees through their silence and voice behavior

(Imran et al., 2023). In this context an interesting study by Al-Dhuhouri, Mohd-Shamsudin, and Bani-Melhem (2024) found that Employee Silence is increased by perceived workplace Ostracism, which is caused by interpersonal mistrust as well as person-organization fit. Several research studied the relationship between ostracism and Employee Silence. Employees who face supervisor ostracism tend to adopt defensive silence Jahanzeb et al. (2021). Furthermore, within public sector universities, a study proved the positive relationship between the workplace ostracism and the employee silence. (Fatima et al., 2017). On the basis of this we hypothesize that

H1: Workplace ostracism has a significant and positive effect on employee silence.

2.2 The Mediating Role of Work Alienation

Work alienation refers to a psychological condition where employees feel disconnected or alienated from their work, frequently viewing their responsibilities as useless or feeling helpless in their roles (Korkmaz & Torlak, 2024). Individuals experiencing high levels of work alienation are more prone to feelings of helplessness and a lack of meaning in their work (Kanungo, 1979). Thus, this concept includes emotions of powerlessness, loneliness, a scarcity of resources, and a lack of meaning in one's profession (S. Li & Chen, 2018). It frequently appears when employees believe their work is insignificant, unimportant, or that they have no control over their responsibilities (Sarfraz et al., 2019).

It is characterized as "the disruption, the natural interactions between individuals as well as between individuals and their illusion" (Valikhani & Zamani, 2019). Individuals suffering job alienation frequently feel alienated from workplace events and dissatisfied with their roles (Nair & Vohra, 2010). According to Marx (2023), this separation can lead to emotional weariness, which reduces involvement and productivity. Employees may be hesitant to allocate additional resources, such as time and energy, to meet others' requests in order to conserve their own resources (Skerlavaj, Connelly, Cerne, & Dysvik, 2018; Guo, Gong, Li, & Liang, 2021). The inability to understand the role or responsibilities of one's job and its relevance, as

well as ambiguity about the availability, accessibility, and utilization of resources to complete the job, are significant aspects and manifestations of work alienation (Nair & Vohra, 2010).

In the past, alienation has been quantified using terminology like hostility, insults, and hostile physical or verbal acts (Adibifar & Monson, 2020). Those who are more susceptible to anxiety, fear judgment, lack social and familial support, and lack authority and control over resources are more likely to experience alienation. People who are alienated are socially excluded, emotionally upset, and victimized by any perceived or real act, according to Evgeny (2008). Adibifar and Monson (2020) stated that a professor may not be motivated to engage and offer input at departmental meetings if they feel alienated. However, even if the professor provides input, it may not be applicable to the case.

Psychologists, sociologists, and other social scientists have conducted substantial research on the concept of alienation, which was first articulated by Hegel and Marx in the nineteenth century. While Hegel saw work alienation as a constructive step toward self-realization, with self-awareness playing an important part (Debnath (2020)), Marx saw it as a negative life experience with consequences that went beyond people's immediate work context. Unlike Hegel's idealistic dialectics, Marx saw work alienation as a social economic antagonistic struggle based on real-world, material conditions rather than abstract ideals. Marx defines work alienation as a gradual growth of estrangement that begins with one's labor and work process, progresses to social connections, and eventually affects the real self (M. Liu et al., 2024). Marx argued that labor under capitalism is intrinsically alienating because it undermines humans' fundamental drive for self-realization. Wood, Soffia, and Burchell (2021) says that it is vital to recognize that paid work is not merely a transactional exchange in the market but also involves dynamics of power. While Marx initially explained alienation as a consistent experience later scholars have emphasized how work relationships vary based on the relative power of employers and employees in controlling tasks, negotiating terms of employment, and ending a job (Kalleberg, 2017). As a result work relationships often suppress the potential for self-realization may provide an alternative explanation for why people regard their jobs as pointless (Soffia, Wood, & Burchell, 2022).

Originally, Seeman (1971) identified five types of alienation. The aspects of alienation include feelings of powerlessness, lack of meaning, abnormality, isolation, and self-estrangement. Oldham and Hackman (1981) expanded on the concept of work alienation by including concepts such as disaffection, apathy, detachment, and both psychological and emotional disengagement.

Tummers and den Dulk (2011) used the terms helplessness and meaninglessness to describe the two dimensions of alienation. DeHart-Davis and Pandey (2005) identified these factors as critical components of work alienation. Several studies have used Seeman's classification to study work alienation (Ozer et al., 2019; Valikhani & Zamani, 2019). Thus, it is seen as a multifaceted term (L. Tummers, Bekkers, Van Thiel, & Steijn, 2015). Researchers have linked work alienation to a lack of positive psychological stimulation connected to job obligations and the work environment. For example, Hull, Van Treuren, and Virnelli (1987) characterized work alienation as "a representation of an unenthusiastic attitude toward work that indicates a low level of engagement with the job role." This viewpoint is consistent with the idea that insufficient psychological stimulation in one's employment might lead to feelings of alienation. It is also associated with indifference in work in the organization Hirschfeld and Feild (2000).

The present study identifies powerlessness, meaninglessness, and self-estrangement as predictors of work alienation. Powerlessness is the feeling that one has no influence over decision-making processes (Amarat et al., 2019). Individuals in the workplace have no right to participate in the development of the products and services for which they work (Seeman, 1971). Meaninglessness refers to the condition where individuals feel that their contributions to the organization hold little value and that they are incapable of making a meaningful impact to see its significance (Mottaz, 1981).

Meaninglessness develops when the employees do not comprehend the organization's aims (L. Tummers et al., 2015). Meaningful labor has historically been viewed as a subjective phenomenon (Bailey & Madden, 2019). For example, Bailey and Madden (2019) discover that the meaningfulness of labor is episodic and temporary, changing in response to task completion and goal achievement, as well as participation in rituals that reflect on these triumphs. According to Amarat et al.

(2019), self-estrangement occurs when employees believe they cannot meet their own demands. When this emotion arises, employees are unable to place value on any internal motivation element; instead, external incentive factors (such as money) become more relevant (Otrar & Halaçoğlu, 2011). The prior study conducted in Turkey reported that 87.3% of nurses experienced moderate levels of occupational alienation (Ertekin & Ozmen, 2017). Moderate to high levels of occupational alienation were also identified in another study on active-duty nurses in Turkey (Santas, Isik, & Demir, 2016).

Workplace alienation may result from a lack of reciprocal or functional interactions. Positive social interactions characterized by relatedness (Vinokurov & Kozhina, 2020) and social support (Bhatnagar & Aggarwal, 2020) are referred to as reciprocal connections. According to Golden and Veiga (2018), a rise in work-related alienation can worsen relationships and cause social norms to collapse.

Thus, people can improve their competence and develop good interactions with people in their network by establishing healthy personal relationships with social contacts, which may help them avoid alienation at work (M. Liu et al., 2024). This is because meaningful interactions, trust-based, high-quality human relationships, meaningful information exchange, and value-sharing are all made possible by a rich network of relationships (Ali, Usman, Soetan, Saeed, & Rofcanin, 2022).

In order to investigate the role of the inner self, including elements such as self-efficacy (Battal, Durmuş, & Çınar, 2024), self-esteem, or self-expressiveness (Curchod, Patriotta, & Neysen, 2014), work alienation research has broadened beyond the domain of jobs and work relationships. According to DuBois and Arena Jr (2023), this is especially true when people find it difficult to maintain their sense of self in the workplace, which results in a sense of meaninglessness due to a forced identity that they are unable to reconcile.

The "true self" is the authentic self, which represents how consistently individuals feel and act in accordance with their inner selves (Chinelato et al., 2015). Gecas and Seff (1990) defines the "self" as our immediate sense of identification (referred to as "I"), but the "true self" represents a profound, reflexive comprehension of identity (or as "me"). As a result, the "true self" evolves from a continual dialectical interaction between the conscious "I" and the more introspective "me".

When people detect an inconsistency between their genuine self and their manner of life, the "self" tends to distance themselves from others. This alienation can harm personal well-being in a variety of ways, including increased substance use, diminished self-actualization, increased suffering, work aggression, and a lack of work-family enrichment.

Employees may feel alienated at work for a variety of reasons. These reasons are due to environmental or organizational issues (Ozer et al., 2019). Chiaburu and colleagues (2014) identified several factors that contribute to work alienation, including job design, personality traits, supportive leadership, and the nature of the job itself. In turn, the consequences of work alienation include various employee attitudes such as job satisfaction, job involvement, organizational identity, and organizational commitment, as well as behaviors like absenteeism, turnover intentions, burnout, task performance, ocb's, and hostile or actions., and work alienation is also associated with lower performance (Santas et al., 2016).

Alienation is viewed as an unwanted social system-imposed problem. It has numerous consequence, including disrupting interpersonal interactions in businesses, reducing involvement in social networks, instilling distrust in the workplace, weakening social relations and making employees not only dissatisfied but also unmotivated about their jobs (Tabrizi, 1991).

Employees experiencing work alienation feel weird in their workplace (Durrach, 2020). They lack self-awareness and an understanding of their own actions, therefore they are influenced by any external motivators (Durrach, 2020). Alienation causes an individual to lose focus on his work and related activities, preventing him from demonstrating or developing his numerous existential abilities(Durrach, 2020). A person feels a lack of happiness and is unable to fully engage both physically and mentally since labor is imposed and compulsory for him , and it is not necessary for satisfaction, but rather a way to meet the requirements of others (Valikhani & Zamani, 2019).

WO is a form of cold aggression in which the employees feel ignored, ostracized, or alienated by their coworkers (Ferris et al., 2008). Academics have noticed the harmful impact that job rejection has on employees' attitudes, actions, and performance. Work alienation is the psychological state in which the employees

feel disconnected from their jobs because they do not meet their demands (M. Li et al., 2021).

Previous study has revealed that workplace ostracism, poor interpersonal interactions, and employment that does not allow for self-expression are the most likely causes of job alienation (M. Li et al., 2021). Work alienation reduces work resources (including interpersonal and knowledge acquisition resources), leading to poorer job satisfaction and unproductive work behavior. Previous research has demonstrated that poor work conditions, defined by a lack of social support (Shantz, Alfes, Bailey, & Soane, 2015) and the perceptions of workplace bullying (Kerse & Babadag, 2019), enhance job alienation. As previously stated that work alienation is connected with feelings of meaninglessness, powerlessness, loneliness, normlessness, and self-estrangement (Amarat et al., 2019).

WA is associated with decreased participation in work activities (Shantz et al., 2015) and diminished organizational citizenship behavior (S. Singh & Randhawa, 2018). As a result, if employees feel alienated, they may feel powerless and worthless in sharing their thoughts and ideas about the firm. As a result, people may feel hesitant to speak up or make work-related suggestions. As WA grows, people will become more reticent regarding organizational problems and ideas (R. Dong et al., 2023). Ostracism is psychologically painful since it requires mental effort and cognitive strain. As previously explained that exclusion threatens a core psychological requirement: the need to belong (Williams, 1997). In the immediate aftermath of ostracism, individuals often attempt to reinforce this need. However, if the exclusion persists over time, it can gradually erode psychological resilience, leading to feelings of alienation, helplessness, and depression (Williams & Nida, 2011). Instead of thankfulness, people react to unpleasant interpersonal interactions with perplexity, worry, grief, and even fury (Williams, 2007), threatening their physical and psychological well-being (Williams & Nida, 2011). Employees' attention is diverted away from work when they focus on interpersonal interactions, limiting them from fully engaging with their responsibilities and investing cognitive, emotional, and physical efforts at work. Employees who experience interpersonal mistreatment suffer significant consequences for their health and psychological well-being in addition to their performance at work (Jiang & Zhang, 2021). As an

interpersonal stressor, workplace exclusion has a wide range of negative emotional and psychological effects (Bedi, 2021b; Mao et al., 2018). The results of workplace ostracism are determined by the individual's perceptions (Robinson et al., 2013). An act of alienation may be viewed as ostracism in one context and as a minor issue in another, as these views differ depending on the context (Bedi, 2021a; Howard et al., 2020). Ostracism deprives an individual of one of the most basic human needs (Williams, 2009) and undermines their intrinsic need to make their social connections (Howard et al., 2020; Lyu & Zhu, 2019). Employees in Pakistan are concerned about job loss and deteriorating workplace relationships due to the country's high unemployment rate (Dawn, 2020) and the presence of collectivist culture (Hofstede, 2001). As a result, they prefer to avoid direct conflict, poor job performance, and deviant behavior (Jahanzeb & Fatima, 2018). As a result, we believe that employees in such cultural and organizational environments are more prone to engage in ostracizing behavior and suffer emotionally, which leads to work alienation-related consequences (Fatima, Bilal, Imran, & Sarwar, 2023).

Vanderstukken and Caniëls (2021) investigated the effects of social alienation, concentrating on the factors that contribute to job alienation. However, they did not investigate characteristics that could attenuate these detrimental impacts. On the other hand, (Ojobu, 2024) contend that social alienation is a strong predictor of employee silence. Alienation, whether social or professional, can result from structural concerns, induced events, or personal perspectives. These experiences frequently result in emotions of powerlessness and meaninglessness, as reported by Cetinkaya and Karayel (2019). Employees who are unable to find purpose in their work or match their personal ambitions with their professional positions are more likely to feel alienated (Nahir and Vohra, 2010). This alienation manifests as a loss of control or a sense of misplacement within the group, which (Vredenburg, 2022) refers to as powerlessness or self-estrangement. Such forms of alienation are strongly associated with bad consequences, such as employee quiet, in which people refrain from voicing their problems or thoughts. Ojobu (2024) point out that employee silence offers enormous risks to both enterprises and individuals. When employees disengage and choose silence out of alienation, it not only reduces organizational performance but also reinforces the cycle of disconnection.

Finally, work alienation plays an important mediating function in the link between workplace ostracism and employee silence. Ostracized employees frequently experience feelings of isolation, impotence, and meaninglessness, exacerbating their sense of alienation inside the firm. Moreover, when individuals begin to feel alienated from their organization, they often struggle to engage or connect with it meaningfully. Work alienation reduces employee engagement and communication, contributing to silence and hindering overall growth (Madlock & Martin, 2011). When employees encounter unjust treatment within their organization, they may lose trust in the system and choose to stay silent rather than speak up about issues affecting the workplace (Dabbagh, Esfahani, & Shahin, 2012). This alienation reduces their inclination to express issues or give suggestions, sustaining employee silence. Recent research, such as Ojobu (2024), demonstrates how workplace ostracism develops alienation, resulting in employee disengagement and silence. Ultimately diminishes employees' sense of control and value, leading to reduced participation and increased silence (Pelit, 2015). Similarly, Vredenburg (2022) underlines that the loss of power and self-estrangement due to alienation exacerbates the negative effects of the workplace ostracism. Based on this, we hypothesized:

H2: Work alienation mediates the relationship between workplace ostracism and employee silence.

2.3 The Moderating Role of Self-Efficacy

Employee self-efficacy refers to the belief in one's capability to successfully carry out assigned tasks (Haldorai et al., 2020; Yagil et al., 2023). Bandura (1982) found that people with higher levels of self-efficacy perform better and have fewer emotional reactions. Thus, with little effort, persons with a strong sense of effectiveness can overcome failure and develop positive techniques to dealing with new or difficult situations (Mukta et al., 2024). Employees' sense of self-efficacy offers a source of resilience, when dealing with social exclusion especially when it comes from supervisors by influencing their emotional, psychological, and behavioral reactions (Nasir et al., 2024).

A person with a high sense of self-efficacy may be less afraid of failure than someone who has a poor sense of self-efficacy (Flammer, 1995). Self-efficacy beliefs influence a person's style of thinking, whether it is good or negative, self-enhancing or self-debilitating (Nabavi, 2021). Potentially stressful situations cause less perceived stress in highly self-sufficient people. However, while self-efficacy functions as a stress buffer, it can also indirectly cause stress by inducing overly ambitious individuals to take on more obligations than they are capable of doing in mere quantity (Flammer, 1995).

Additionally, those who believe they are effective learners should take self-regulatory measures to enhance their learning, such as establishing objectives, using effective learning strategies, monitoring their development, and creating the supportive social and physical environments for learning (Usher & Schunk, 2017). People employ a variety of information sources to gauge their level of self-efficacy; it does not just appear overnight (Schunk & DiBenedetto, 2021). Performance achievements, vicarious experiences, social persuasive techniques, and physiological/emotional indicators are some examples of these sources (Schunk & Mullen, 2012).

Efficacy beliefs influence goals and aspirations, which in turn influences self-motivation and action. People decide what goals to pursue, their beliefs about self-efficacy partly determine how much effort they will invest and how persistent, they will be when facing challenges (Bandura & Wessels, 1997). Those who have a high belief in their talents boost their effort to conquer the challenges, whereas those who doubt their abilities slacken their efforts, give up early, or settle for sub-par solutions when faced with barriers, setbacks, and failures (Bandura, 2017).

The results people expect are mostly determined by their perceptions of their own performance in particular circumstances. Material expenses and advantages, social praise and reproof, and self-approving and self-censuring affective reactions are some examples of anticipated consequences (Bandura, 2017). Those with high efficacy, on the other hand, are not readily deterred by failure and anticipate success from their endeavors. High efficacy individuals see challenging challenges as solvable and concentrate on the chances that are worthwhile (Krueger and Dickson, 1994). People's ability to persevere in difficult career pursuits increases with their perceived effectiveness in carrying out occupational duties (Lent, Brown,

and Hackett, 1994). It will be more detrimental than beneficial to try to lessen occupational stress by giving employees greater control over their jobs without improving their ability to handle the new duties (Bandura, 2017). A job with a lot of work can be stressful for the self-efficacious. Employees with high efficacy do, in fact, experience stress when they feel overburdened and frustrated by organizational limitations that prevent them from reaching their full potential (Matsui & Onglatco, 1992). Vulnerability to burnout is increased by exposure to ongoing work stressors and a low perception of effectiveness in handling job demands and enlisting social support during challenging periods (Leiter, 1992).

To put it another way, people who are under more stress may be more likely to fail, which makes them decrease their expectations and evaluations of their own skills as a self-defense mechanism (M. Liu et al., 2024). The source of stress and stress coping are influenced by control location and self-efficacy, according to the cognitively oriented theory of stress (Lazarus, 1966). In other words, people can lessen the negative impacts of stress when they have more positive self-perceptions as a result, college students' stress levels may be negatively impacted by overall self-efficacy. Furthermore, mastery experiences, vicarious experiences, verbal persuasion, and physiological and affective states can all contribute to the development of a person's sense of self-efficacy (Bandura & Wessels, 1997).

According to Blackhart, Nelson, Knowles, and Baumeister (2009), persons who have been rejected have lower self-esteem than those who have been acknowledged. Accordingly, the experience of poor self-esteem may have developed before to the ostracism or may have resulted from it (Law et al., 2015). A recent study found that healthcare workers who have low self-esteem are nearly three times more likely to experience significant levels of stress (Johnson, 2020). According to Orth and Robins (2022) high self-esteem has been found to be a strong predictor of success and well-being across multiple areas of life, such as personal relationships, career, and overall health.

According to research by (Ben-Zur, 2022), a person who experiences ostracism from their superiors is excluded from social circles and experiences a decline in their sense of self-worth and purpose in life, which are collectively referred to as employee efficacy needs. According to Zheng, Yin, and Li (2019), it appears to

make a person feel unappreciated and unacknowledged. Employee efficacy needs may be undermined if employees use the first evaluation to assess the ostracized behavior, in accordance with the transactional stress theory (Davis, Baker, Osborn, Overstreet, & Collaborative, 2024; Yagil et al., 2023). Accordingly, the next inspections might find a possible reaction and be in line with meeting the efficacy requirements (Afsar & Masood, 2018; M. Liu et al., 2024). Additionally, in order to deal with the stress, workers may become less motivated and shun such a job (Nasir et al., 2024). Similarly, Jahanzeb, Giles, and Mushtaq (2023); M. Liu et al. (2024); Bhatti et al. (2023) shown that when employees are shunned by their supervisor, they may believe that they lack the autonomy necessary to complete a task because they lack the efficacy needs (power and meaningful existence) that are necessary. collectively referred to as the efficacy needs of employees. According to (Zheng et al., 2019), it appears to make a person feel unappreciated and unacknowledged. Theoretically, relationship needs might be avoided at work if coworkers were emotionally isolated (Fatima et al., 2023).

To reduce the discomfort associated with the words and actions of the boss and coworkers, or the hostile situations they produce for the target, employees must adhere to cognitive coping techniques (Tahir, 2023). Similarly, when employees are depressed at work, they typically respond emotionally, psychologically, or cognitively, including choosing how to handle a scenario (Yagil et al., 2023).

Supervisors might encourage their team to engage in activities that increase individual or team self-efficacy in an effort to improve performance (I. Dash & Nayak, 2025). On the other hand, ostracism occurs when a supervisor rejects workers who don't have the necessary self-efficacy. This can result in a variety of reactions, including behavioral (Dewald-Kaufmann et al., 2021), psychological and emotional. Employees with relational needs are therefore likely to exhibit positive emotional, psychological, and behavioral reactions and be unable to disengage from their work. On the other hand, a worker who lacks a sense of belonging and poor self-esteem may exhibit negative reactions, including unpleasant feelings, psychological anguish, and unkind behavior toward coworkers (I. Dash & Nayak, 2025). Employees that are self-efficacious believe they can maintain their success and accomplish the intended results (Nasir et al., 2024). Employees do this by controlling

their abilities and efforts to achieve their objectives and attempting to avoid being shunned by the targeted employees' stressful circumstances (Ren, Jing, Li, & Wu, 2022).

In order to choose motivational traits, the employees' self-efficacy needs must be met. Instead of feeling overburdened and pressured by the supervisor's rejection, they often focus their energies on producing various reactions, including behavioral, psychological, and emotional ones (D. Dash et al., 2023). We assumed that self-efficacy encourages workers to react to supervisor ostracism in light of this and in accordance with the literature (Bhatti et al., 2023; Jahanzeb et al., 2021; Nasir et al., 2024).

Employees frequently use their efficacy demands as a benchmark for managing supervisor ostracism and handling its effects in a way that maintains effective work performance (Yagil et al., 2023). A negative work atmosphere that leads to additional issues at work is projected by this type of social exclusion from direct superiors (D. Dash et al., 2023; Yagil et al., 2023; Bhatti et al., 2023).

Because they are adept at using various knowledge management activities to maximize their knowledge base, employees with higher levels of self-efficacy can find several paths to task completion (Bandura & Wessels, 1997; Seggelen-Damen & Van Dam, 2016; Yeo & Neal, 2006). Therefore, SE's personal resource should lessen the likelihood that employees will experience increased stress in difficult scenarios involving abuse at work, including ostracism (Sarwar et al., 2019).

Employees who have strong confidence in their abilities are less likely to be overwhelmed by emotional and mental strain, because they believe in their capacity to accomplish their tasks effectively (Bandura & Wessels, 1997). This confidence allows them to conserve and redirect their energy toward activities that enhance their performance (Hobfoll & Shirom, 2000). As a result, reduced stress stemming from self-assurance plays a crucial role in helping employees concentrate on completing their work efficiently, rather than being distracted by negative or anti-social elements in the workplace (Sarwar et al., 2019).

It is widely believed that other people's perceptions of an individual's competency and capacity to accomplish a specific task have the greatest impact on human

functioning (Choi, Kang, & Choi, 2021). Because ostracism deprives people of their right to socialize with others, their right to be heard at work, and their right to form strong and healthy relationships at work, it reduces their positive self-esteem (Mielniczuk & Laguna, 2020). Individuals with high self-efficacy beliefs will work harder and persevere longer than others, and such beliefs are important in and of themselves, allowing employees to cope with bad events more effectively (Ahmad et al., 2023). Employees with a high level of self-efficacy are more likely to do creative and hard tasks (Ahmad et al., 2023).

According to Walumbwa et al. (2011) individuals with strong self-efficacy believe to complete tasks effectively are more likely to feel that their input will be valued by leadership. Such individuals often view the successful execution of responsibilities as both a personal accomplishment and a source of motivation that encourages proactive behavior. Consequently, employees with high self-efficacy are more inclined to pursue their objectives by expressing work-related concerns driven by their confidence instead of remaining silent (Dedahanov et al., 2021) .

Thus, even though when there is workplace ostracism and it gives employees the perception of being excluded and insulted, those individuals with strong self-efficacy continue to voice their work-related concerns, believes that they have the ability to impact their surroundings and contribute to positive change within the workplace. Thus, even when there is workplace ostracism and employees feel excluded and insulted, individuals with a higher level of self-efficacy continue to share their work-related concerns because they believe they can influence the environment and effect change in the workplace.

Individuals with a low level of self-efficacy, on the other hand, may be hesitant to offer their views and recommendations because they believe they are incapable of making a difference in the company. As a result, we argue that stronger self-efficacy leads to lesser employee silence, and we propose the following hypothesis:

H3: Self-efficacy moderates the relationship between workplace ostracism and employee silence. In such a way that this proposed relationship will be weaker when self-efficacy is high and will be stronger when self-efficacy is low.

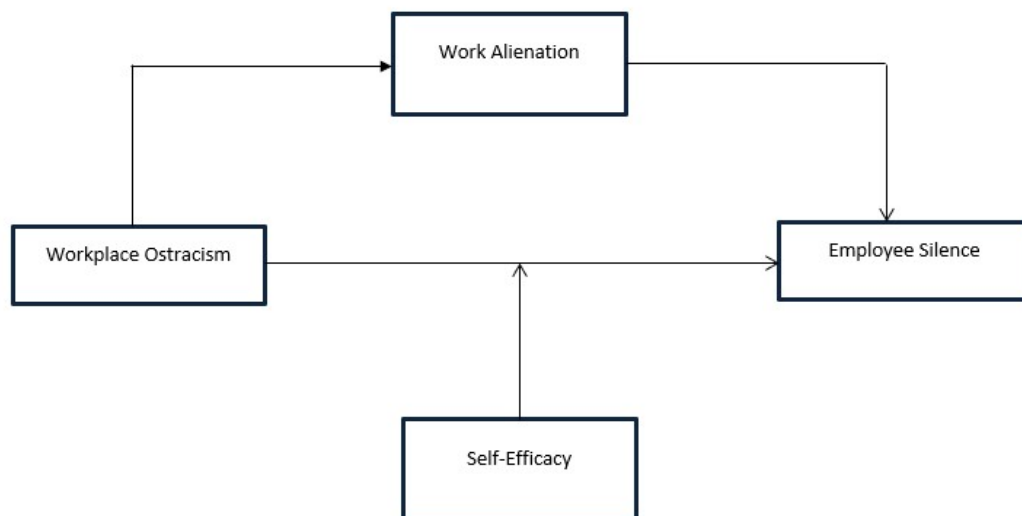


FIGURE 2.1: Research Model

2.4 Summary of Hypothesis

H1: Workplace ostracism has a significant and positive effect on employee silence.

H2: Work alienation mediates the relationship between workplace ostracism and employee silence.

H3: Self-efficacy moderates the relationship between workplace ostracism and employee silence. In such a way that this proposed relationship will be weaker when self-efficacy is high and will be stronger when self-efficacy is low.

Chapter 3

Research Methodology

It is critical to distinguish between research methods and research methodology because they are extremely distinct from one another. The research method includes all of the techniques/methods used for research adaption.

Research methods refer to the specific procedures and strategies that researchers employ to conduct their investigations. In other words, research methods refer to all of the approaches used by the researcher while examining a research problem.

In contrast, research technique is a tool for systematically resolving study problems. The consideration of research methodology is more comprehensive than that of research methodologies. As a result, when we talk about methodology, we don't just mean the methods, but also the logic behind them, which develops in the context of that study and explains why one technique or method is preferred over another, so that research results can be evaluated by others or the researcher himself.

This chapter especially describes the methods for investigating the impact of workplace ostracism on employee silence, with the mediating role of work alienation and the moderating role of self-efficacy.

The discussions in this chapter are connected to research design, population and sampling methodologies, model features, and an instrument that includes all of the variables and the items in each variable.

3.1 Research Design

The research design acts as a template for carrying out a study, allowing researchers to obtain accurate and reliable data while increasing the overall efficacy of the research. In the social sciences, two primary study design methodologies are routinely used: quantitative and qualitative methods. A quantitative research strategy was used in this study because it allows researchers to achieve authentic and trustworthy data using standardized methodologies and instruments (Creswell, 2014).

Because it makes it easier to convert observable occurrences into numerical data that can be examined to find correlations, linkages, causes, and consequences, the quantitative approach is especially well-suited for this research. Pakistani college teachers express how much they agree or disagree with statements that represent their beliefs, actions, and experiences using quantifiable and visible methods. The ability to test hypotheses and analyze intricate correlations between variables—both crucial for comprehending the mediating and moderating mechanisms in the suggested model—further supports the quantitative design.

3.1.1 Type of Study

Since the goal of the current study is to investigate cause-and-effect linkages, it is causal in nature. In order to accomplish the goals of the study, information was gathered from Pakistani college instructors all at once. A goal of 384 surveys was initially established.

3.1.2 Research Philosophy

Research philosophy provides the foundational assumptions that guide how researchers interpret phenomena and approach their study. The choice of research philosophy is influenced by the researcher's perspective on the relationship between knowledge and phenomena, as well as practical considerations (Saunders & Townsend, 2018). For this study, a positivist research philosophy was adopted, which aligns with the study's quantitative and causal nature. Positivism is based

on the assumption that reliable and true knowledge originates from empirical data obtained through observation and measurement. It emphasizes objectivity, where all observers must describe phenomena in a consistent and replicable manner to ensure the validity of the findings.

This philosophy is particularly suitable for this study, as it seeks to examine the relationships between workplace ostracism, employee silence, work alienation, and self-efficacy through measurable and observable data. The study employs a deductive approach, which begins with established theoretical assumptions derived from prior research and current conjectures. These assumptions are then tested empirically to verify the proposed hypotheses. The deductive approach is well-suited for positivist research, as it allows for the systematic testing of hypotheses and the generalization of findings to a broader population. Quantitative methods are widely accepted in positivist research, as they enable researchers to collect and analyze data from a large sample in a structured and objective manner. The quantitative method was employed in this study to collect data from Pakistani college teachers, guaranteeing that the conclusions are supported by quantifiable and statistically verifiable evidence.

3.1.3 Quantitative Research

The research and findings of the current study are based on data collected from respondents through questionnaires, making it measurable. The data has been evaluated using a variety of statistical methods and tools.

3.1.4 Unit of Analysis

Individual college teachers in Pakistan serve as the unit of analysis for this study. Because they serve as an interface between students and higher administration and hold a crucial role in the educational organisational structure, college teachers were selected as the unit of investigation. In addition to mentoring and assisting students, these educators are in charge of carrying out institutional policies, overseeing academic activities, and supplying instructional materials. Understanding the processes of workplace ostracism, employee silence, work alienation, and

self-efficacy inside educational institutions requires a focus on college instructors. Their viewpoints and experiences offer important insights into how ostracism at work affects their mental health and organisational conduct. College teachers are a perfect group to explore the suggested correlations because they frequently face particular pressures including heavy workloads and administrative responsibilities.

3.2 Population and Sample

3.2.1 Population

The study's participants are college instructors employed by educational establishments in Pakistan. College teachers were chosen as the study sample due to their roles in intellectually demanding environments where teamwork, openness, and communication are critical. Experiencing ostracism in such contexts can significantly lower their involvement and discourage them from expressing ideas, ultimately contributing to silence and hindering academic progress. College instructors working in both public and private educational institutions provided data via an online survey. To guarantee sufficient representation of the population, 384 questionnaires in total were distributed. To ensure honest and accurate responses, participants were assured that their identities would remain confidential and their responses anonymous.

A 70% response rate—which is deemed appropriate for social science research—was obtained from the 271 completed questionnaires that were sent. In order to increase participation and guarantee prompt responses, the surveys were disseminated online. Given the geographical dispersion of college instructors throughout Pakistan, online data gathering was extremely beneficial due to its accessibility and simplicity. As long as the survey instrument is well developed and consistently delivered, prior research has also demonstrated that the technique of data collecting has no bearing on the quality of the data (Church, Elliot, & Gable, 2001). The online data collection technique proved to be quite successful in obtaining the data required for analysis, especially considering the study's time and resource limitations.

Calculation of Sample Size

The formula for calculating the required sample size is:

$$n = \frac{Z^2 \cdot p \cdot (1 - p)}{e^2}$$

Where:

- n = required sample size
- Z = Z-score (for 95% confidence level, $Z = 1.96$)
- p = estimated proportion of the population (commonly 0.5 for maximum variability)
- e = margin of error (e.g., 0.05)

Substituting the values:

$$n = \frac{(1.96)^2 \cdot 0.5 \cdot (1 - 0.5)}{(0.05)^2}$$

$$n = \frac{3.8416 \cdot 0.25}{0.0025}$$

$$n = \frac{0.9604}{0.0025}$$

$$n = 384.16 \approx 384$$

3.2.2 Sampling

It was not possible to gather information from every college instructor employed by Pakistan's public and private educational systems due to time and resource limitations. In order to guarantee a practical yet representative subset of the population, sampling was used. Sampling is a useful strategy for studies with

limited funding because it enables researchers to collect data from a smaller sample that accurately represents the characteristics of the full population.

Convenience sampling, a non-probability sample method, was employed for this investigation. Given the obstacles to data collecting in Pakistan, including the non-availability of teacher listings, convenience sampling is a sensible option since it chooses participants based on their availability and willingness to participate. Convenience sampling is frequently employed in social science research where accessibility and feasibility are the main considerations, even though it does not offer the same degree of generalisability as probability sampling techniques.

Other than their position as college instructors in Pakistan, no particular requirements were placed on respondents in order to guarantee that the sample was as representative as feasible. This strategy made it possible for participants to come from a wide variety of public and private educational institutions located around this country.

3.3 Instrumentation

3.3.1 Measures

A standardised questionnaire with a Likert scale was employed for this study. The Likert scale is a well-liked psychometric tool that measures respondents' attitudes, beliefs, and actions by asking them to assess how much they agree or disagree with a sequence of statements. Because it allows for the systematic collecting of quantifiable and analysable data, this approach is especially well-suited for quantitative research.

This study used a 7-point Likert scale, which provides a wider range of response alternatives, from "strongly disagree" to "strongly agree." Because a 7-point scale allows for more complexity in participant replies, it improves the measurement's sensitivity and reliability. Compared to shorter scales, it more accurately and thoroughly interprets data by capturing small differences in opinion. For each of the study's variables, the questionnaire was created by modifying previously approved scales from reliable sources. The study's factors include self-efficacy, work

alienation, employee silence and workplace ostracism. These measures were chosen because previous research has demonstrated their validity and reliability. To make sure that every scale satisfied the acceptable threshold for internal consistency, a reliability test (such as Cronbach's alpha) was carried out. Four demographic characteristics were included in the questionnaire in addition to the primary variables: gender, age, qualification, and job experience. These demographic enquiries were added in order to learn more about the respondents' backgrounds and investigate any possible discrepancies in the data that might arise from them.

3.3.2 Workplace Ostracism

This variable was assessed using the measurement scale originally developed by [Ferris et al. \(2008\)](#), the scale includes 10 items assessed on a 7-point likert scale, where 1 represents "strongly disagree" and 7 represents "strongly agree". An example item from the scale is "Others ignored you at work".

3.3.3 Work Alienation

The measurement of this variable was be carried out using the scale, created by [Nair and Vohra \(2009\)](#), comprises 8 items evaluated on a 7-point Likert scale, ranging from 1 "strongly disagree" to 7 "strongly agree". An example of an item from this scale is "I do not enjoy my work."

3.3.4 Employee Silence

This variable was measured using the scale developed by [Knoll and Van Dick \(2013\)](#). The scale includes 12 items, each rated on a 7-point Likert scale, where 1 signifies "strongly disagree" and 7 signifies "strongly agree". A sample item from the scale is "I remain silent because of fear of negative consequences".

3.3.5 Self-Efficacy

This variable was measured using the scale developed by [Chen, Gully, and Eden \(2001\)](#). The scale consisted of 8 items. The items were measured using a 7-point

Likert Scale, with 1 indicating "strongly disagree" and 7 indicating "strongly agree." One sample item is "I will be able to successfully overcome many challenges."

3.3.6 Scales Summary

TABLE 3.1: Scales Summary

Variables	Scale	Items
Workplace Ostracism	Ferris et al. (2008)	10
Work Alienation	Nair and Vohra (2009)	8
Employee Silence	Knoll and Van Dick (2013)	12
Self-Efficacy	Chen et al. (2001)	8

3.4 Statistical Tools and Techniques

To find means, STDs, and min max values, descriptive analysis was used. Regression was also carried. It is widely used to ascertain how one variable affects the dependent variable under investigation. One method for analyzing the effects of various factors on the dependent variable is regression analysis. Moderation and mediation analysis were performed using model 5 of [Hayes and Preacher \(2014\)](#).

3.4.1 Pilot Testing

Conducting a pilot test prior to large-scale data collecting is an important step in research since it helps identify potential concerns and avoids wasting time and resources. A pilot study of 50 respondents was done to ensure the research instrument's efficiency. This early testing was designed to examine respondents' comprehension and engagement with the questionnaire, as well as to confirm the validity of the stated hypotheses. The findings of the pilot test verified that the scales used were appropriate for future investigation. No major concerns were found with variable measurement, question clarity, or answer patterns, indicating

that the study instrument was well-structured and appropriate for large-scale data gathering.

3.4.2 Reliability Analysis of Scales Used

Reliability refers to the ability of a measurement tool to produce stable and repeated results over time. A trustworthy scale guarantees that repeated evaluations provide consistent results, making it an essential component of study quality. Cronbach's alpha, a commonly used metric of scale reliability, was used in this study to analyze the variables' internal reliability.

A Cronbach's alpha score of 0.70 or greater is deemed acceptable, showing high internal consistency among the items measuring a concept. The study's variables had Cronbach's alpha values of 0.893 for workplace ostracism, 0.805 for employee silence, 0.835 for work alienation, and 0.898 for self-efficacy. These scores indicate a high level of internal consistency, demonstrating that the scales used were reliable in measuring the study's components. Because all results exceeded the frequently accepted 0.70 criteria, the measuring instruments efficiently captured the target variables while maintaining a high level of internal reliability.

TABLE 3.2: Scales Reliability

Variables	No. of Items	Cronbach's Alpha
Workplace Ostracism	10	0.893
Work Alienation	8	0.835
Employee Silence	12	0.805
Self-Efficacy	8	0.898

3.5 Sample Characteristics

To acquire a better picture of the sample, the study looked at key demographic parameters such as gender, age, qualification, and work experience. Analyzing these traits provides insight into the respondents' diverse backgrounds and experiences.

By assessing these characteristics, the study aimed to find potential trends or variances in responses based on demographic differences. The demographic analysis provides a full picture of the sample composition, which contributes to the findings' validity and generalizability.

3.5.1 Gender

In efforts to ensure gender equality, it was observed that the number of female employees notably exceeds that of male employees. Table 3.3 depicts the male-to-female employee ratio, with responses being both male and female.

TABLE 3.3: Frequency by Gender

Gender	Frequency	Percentage	Cumulative
Male	123	45.4	45.4
Female	148	54.6	100
Total	271	100	

3.5.2 Age

To ensure accessibility for participants, age data was collected in ranges. Age is one of the attributes that responders occasionally find difficult to disclose willingly. According to Table No. 3.4, the majority of respondents are between the ages of 20 and 25 that means 39.5% of the majority of the respondents were having age between 20-25, with 32.5% having ages ranging from 26 to 30, 13.3% having ages ranging from 32 to 40, 7.4% having ages ranging from 41 to 45, and 7.4% having ages ranging from 46 to above.

TABLE 3.4: Frequency by Age

Age	Frequency	Percentage	Cumulative
20-25	107	39.5	39.5
26-30	88	32.5	72.0
32-40	36	13.3	85.2
41-45	20	7.4	92.6
46 and above	20	7.4	100
Total	271	100	

3.5.3 Qualification

Education is the the basis to a country's prosperity and growth, as well as global success. Qualification is a popular topic among the general public because education opens up a variety of new and exciting opportunities for success. It is provided in Table 3.5. The majority of respondents qualified for the bachelor's level. 49.8% of the total responses are designated as the true illustrator sample of the entire population. 46.5% of respondents qualified for master's degrees, while 3.7% qualified for doctorates.

TABLE 3.5: Frequency by Qualification

Qualification	Frequency	Percentage	Cumulative
Bachelors	135	49.8	49.8
Master	126	46.5	96.3
PhD	10	3.7	100
Total	271	100	

3.5.4 Experience

Different types of experience time have been identified in order to collect information about respondents' experiences. This enables each respondent to readily determine the exact length of their experience in the relevant subject. Table No.3.6 shows that the majority of respondents had experiences ranging from 0 to 5, indicating that 55.7% of the total population, 27.7% of the respondents had experiences ranging from 6 to 11, 11.4% of the respondents had experiences ranging from 12 to 17, and 5.2% of the respondents had experiences 18 and above.

TABLE 3.6: Frequency by Experience

Experience	Frequency	Percentage	Cumulative
0-5	151	55.7	55.7
6-11	75	27.7	83.4
12-17	31	11.4	94.8
18 or above	14	5.2	100
Total	271	100	

Chapter 4

Result and Analysis

SPSS software was used to analyze variables using descriptive statistics, Pearson correlation, moderation, and mediation.

4.1 Descriptive Analysis

Descriptive statistics use a number of statistical approaches to present an overview of the data's observed details. Descriptive statistics for each variable, including workplace ostracism, work alienation, employee silence, and self-efficacy. SPSS was used to calculate the means and standard deviations, which are displayed in Table 4.1 below. Higher mean values imply greater agreement among respondents, whereas lower mean values suggest greater disagreement.

TABLE 4.1: Descriptive Analysis

Variables	N	Min.	Max.	Mean	Std
WPO	271	1	7	3.46	0.89
WA	271	1	7	4.06	0.77
ES	271	1	7	4.11	0.93
SE	271	1	7	2.79	1.33

Table 4.1 displays information about variables; the independent variable (Workplace Ostracism) has a mean of 3.46 and a standard deviation of 0.89. The mean

value of the dependent variable (employee silence) is 4.11, with a standard deviation of 0.93. The moderator (Self Efficacy) has a mean value of 2.79 and a standard deviation of 1.33. The mean of the mediator (Work Alienation) is 4.06, with a standard deviation of 0.77.

4.2 Control Variables

An ANOVA test was run on the control variables using SPSS. One-way ANOVA was done to see if demographic characteristics had any effect on the dependent variable “employee silence”, which in this case was project success. As a result, our primary objective is to examine the positive associations predicted by the model, as well as their consequences. The findings of the study revealed that none of the demographic variables had a significant influence on the dependent variable, allowing for independent examination of the hypothesized connections.

TABLE 4.2: One-Way ANOVA

Control Variables	F	Sig
Gender	0.009	0.92
Age	1.23	0.29
Qualification	2.01	0.13
Experience	1.35	0.25

4.3 Correlation Analysis

Correlation analysis is used to identify the relationship between two variables. Positive signals indicate that the variables are moving in the same direction, whereas negative signals indicate the reverse. Furthermore, the value of “r” reflects the strength of the link between variables. A weak correlation is indicated by a Pearson Coefficient value range of .1 to .3, a moderate correlation by a value range of .3 to .5, and a high correlation by a value more than .5. The correlation value demonstrates numerous effects.

Correlation table 4.3 shows a positive association between workplace ostracism and employee silence, with a correlation coefficient of 0.661** with $p < 0.00$. This shows that higher levels of workplace ostracism are linked to employee silence. Work alienation serves as an mediator between workplace ostracism and employee silence. The connection between work alienation and workplace ostracism is 0.487**, with $p < 0.00$. It signifies a positive relationship. It suggests that there is a link between high work alienation and workplace ostracism. The correlation coefficients between work alienation and employee silence are $r=0.544$ **, with $p < 0.00$. This suggests a positive correlation. Furthermore, self-efficacy influences the association between workplace ostracism and employee silence. Furthermore, workplace ostracism and self-efficacy are negatively linked ($r = -0.417, p < 0.00$).

TABLE 4.3: Correlation Analysis

Variables	WPO	WA	ES	SE
WPO	1	.487**	.661**	-.417**
WA	.487**	1	.544**	-.507**
ES	.661**	.544**	1	-.602**
SE	-.417**	-.507**	-.602**	1

Overall, Table 4.3 shows a positive relationship between workplace ostracism, work alienation, and employee silence. All other variables, however, have a negative and reciprocal correlation with self-efficacy.

4.4 Regression Analysis

Regression analysis, particularly multiple regression, was utilized in the study to investigate the underlying reasons of the observed relationships among variables. Regression analysis, as opposed to correlation analysis, which just finds correlations, allows researchers to assess the effect of independent factors on the dependent variable while controlling for other variables. The study made use of Hayes (2013).

Regression analysis is carried out utilizing a variety of methods and instruments, using the Hayes and Preacher (2014) full scale, which is analyzed for mediation

and moderation with SPSS. Table 4.4 contains a thorough description of our data, including the significance levels of the proposed hypotheses. It includes critical information such as regression coefficient values, significance values, standard errors (S.E.), and the lower and upper boundaries of the confidence interval (LLCI and ULCI) respectively. The table includes both direct and indirect relationships, with a focus on mediation. The regression analysis was carried out using Hayes' model 5.

Hypothesis 1: Workplace ostracism has a significant and positive effect on employee silence.

The regression analysis for hypothesis 1 indicates a significant positive association between workplace ostracism and employee silence. The p-value is 0.00, and the regression coefficient (β value) is 0.54. The link is significant ($0.00p$ – values), and the positive sign coefficient β indicates a positive relationship. It suggests that workplace ostracism will directly affect employee silence. Based on these findings hypothesis 1 is accepted.

Hypothesis 2: Work alienation mediates the relationship between workplace ostracism and employee silence.

Regression analysis demonstrates how work alienation and workplace ostracism are linked. The coefficient ($\beta=.14$) indicates a positive connection between the two variables. Furthermore, this correlation has a p-value of 0.00, indicating that the relationship is significant. Given that the upper and lower limits go in the same direction, thus the results support the acceptance of hypothesis 2.

TABLE 4.4: Direct and Indirect Effect

Direct Effect	B	S.E	P	LLCI	ULCI
WPO → ES	0.54	0.05	0.00	0.44	0.64
Indirect Effect					
WPO → WA → ES	0.14	0.03		0.08	0.21

4.5 Moderation Analysis

Hypothesis 3: Self-efficacy moderates the relationship between workplace ostracism and employee silence. In such a way that this proposed relationship will be weaker when self-efficacy is high and will be stronger when self-efficacy is low.

TABLE 4.5: Moderation Effect

Moderation Variable : PS	B	S.E	LLCI	ULCI
Int-1 WPO * SE	0.12	0.03	0.06	0.19

The findings indicate that there is a stronger relationship between workplace ostracism and employee silence when there is self-efficacy. The direction of the moderating effect of self-efficacy does not correspond to the hypothesis proposed in literature. Int1's coefficient is 0.12. According to the positive coefficient ($B = 0.12$), the positive association between WPO and ES strengthens as SE increases. This shows that increased SE levels will strengthen the link between WPO and ES, which contradicts the literature's claim. Because zero does not fall within the confidence interval (0.06 to 0.19), the moderation impact of self-efficacy (SE) is statistically significant.

This implies that SE considerably moderates the relationship between workplace ostracism (WPO) and employee silence (ES), but in the opposite way as predicted by the hypothesis. This shows that increased SE can strengthen rather than weaken the relationship between WPO and ES. The positive coefficient contradicts the hypothesis's predicted direction, despite the fact that the moderating effect is statistically significant. SE appears to strengthen rather than weaken the relationship.

4.6 Summary of Hypothesis

This is a detailed synopsis of the hypothesis based on statistical findings from the research data. This overview supports the accepted hypothesis. All of the suggested relationships were shown to be valid and true by the analysis except H3.

TABLE 4.6: Summary of Hypothesis

Hyp.	Statement	Results
H1	Workplace ostracism has a significant and positive effect on employee silence.	Accepted
H2	Work alienation mediates the relationship between workplace ostracism and employee silence.	Accepted
H3	Self-efficacy moderates the relationship between workplace ostracism and employee silence. In such a way that this proposed relationship will be weaker when self-efficacy is high and will be stronger when self-efficacy is low.	Not Supported

Chapter 5

Discussion and Conclusion

5.1 Discussion

This chapter is broken up into three main sections: the first looks at the results of the hypotheses; the second looks at their theoretical and practical implications; and the third looks at the study's limitations and makes recommendations for more research. Every one of the three tested hypotheses turned out to be accurate. In the first section, we will discuss the key findings from our investigation, offering a comprehensive analysis of the validated theories and their applicability to the body of existing knowledge. In addition to emphasizing the contributions our study made to the ongoing scholarly discourse, this analysis examines how our findings confirm or refute established theories. By talking about these aspects, we intend to provide a more thorough understanding of the study's importance and the broader framework within.

5.1.1 Discussion of H1

The purpose of this study was to investigate the association between workplace ostracism and employee silence. The results strongly support Hypothesis 1, which states that workplace ostracism is positively associated with employee silence. This finding is consistent with prior research, which has demonstrated that social exclusion in the workplace leads to employees suppressing their thoughts, ideas, or

worries (Ferris et al., 2008; L. Z. Wu et al., 2012). When employees feel ostracized, they are more prone to remain silent as a self-protective measure to avoid more social rejection or negative consequences.

The study's findings add to the expanding body of literature that shows the negative implications of ostracism in organizational contexts. Being ignored or excluded by coworkers or supervisors depletes psychological resources such as self-esteem, sense of belonging, and control, all of which are necessary for open communication and psychological safety at work.

The results are easily explained by the Conservation of Resources (COR) theory (Hobfoll, 1989), which holds that people try to gain, keep, and defend their valuable resources. Employees who are subjected to ostracism lose resources and are more prone to participate in silence as a protective technique to avoid more losses.

The latest findings build on previous studies by demonstrating how the threat of future social rejection or marginalization can deter employees from expressing their ideas or raising concerns. In this scenario, silence becomes a coping mechanism—not because employees have nothing to give, but because they believe speaking up will result in extra resource loss. This is consistent with prior research indicating that silence is frequently a deliberate and intentional response used to protect oneself from psychological injury (Van Dyne et al., 2003; Morrison, 2014).

Furthermore, these findings highlight the need of businesses actively monitoring and addressing cases of workplace ostracism. When exclusionary behavior continues unchecked or untreated, it can create a culture of fear and withdrawal, suffocating employee voice, innovation, and participation.

To counteract the effects of social exclusion, organizations must create inclusive workplaces that recognize all employees' contributions and build support mechanisms. In conclusion, this study contributes to our theoretical and practical understanding of the detrimental consequences of workplace ostracism. By proving its positive association with employee silence and situating it within the COR framework, the findings provide a solid explanation for how and why socially excluded employees may avoid open communication in the workplace.

5.1.2 Discussion of H2

The outcomes of this study confirm Hypothesis 2, which states that work alienation considerably mediates the relationship between workplace ostracism and employee silence. This finding emphasizes the importance of work alienation as a psychological mechanism for expressing the negative impacts of social exclusion in employee communication behavior. In other words, workplace ostracism causes employees to feel more alienated at work, which pushes them to keep silent.

Work alienation refers to an employee's psychological detachment and sense of estrangement from their job, which is frequently accompanied by emotions of meaninglessness, powerlessness, and social isolation (Nair & Vohra, 2010). When employees believe they are being neglected, excluded, or devalued by their coworkers or superiors, they may begin to question the importance of their positions, feel alienated from organizational goals, and lose a sense of autonomy in the workplace. Internal disengagement reduces their motivation to give ideas, raise issues, and participate in workplace communication.

The mediating role of work alienation is grounded in the (COR) theory (Hobfoll, 1989), which suggests that individuals strive to preserve their finite personal and psychological resources. Workplace ostracism poses a threat to an individual's social resources, including belonging, esteem, and control. As these resources are drained as a result of exclusionary events, employees may become mentally disengaged from their work in order to protect themselves, resulting in alienation. Employees who are alienated are more likely to remain silent in order to conserve their remaining energy and avoid potential confrontations or social injury. Previous research has found that employees who experience high degrees of work alienation are less likely to engage in proactive or communicative actions (Sarros, Tanewski, Winter, Santora, & Densten, 2002). Alienated employees frequently withdraw emotionally and behaviorally, preferring silence over involvement. Thus, work alienation serves as a psychological bridge between the experience of ostracism and the outcome of silence. This indirect approach demonstrates how profound the influence of social exclusion can be—not just on surface-level sentiments, but also on fundamental characteristics of worker involvement and communication.

These findings highlight the need for employers to pay special attention to subtle forms of exclusion and its cascade impact on employee behavior. Interventions targeted at minimizing workplace ostracism and promoting inclusion may not only reduce alienation, but also encourage employees to communicate more openly. Furthermore, fostering meaningful work, giving employees a sense of control, and confirming their importance inside the organization can all help to prevent work alienation.

In conclusion, this study improves our knowledge of the ostracism-silence relationship by pinpointing work alienation as a critical mediating element. The findings are consistent with COR theory, providing a theoretical underpinning for how ostracism causes resource depletion, which leads to disengagement and, finally, silence. Addressing the underlying sentiments of alienation can be an important step toward developing healthier, more communicative, and inclusive workplaces.

5.1.3 Discussion of H3

Hypothesis 3 hypothesized that self-efficacy would moderate the relationship between workplace ostracism and employee silence, with higher levels of self-efficacy weakening the favorable association. However, this idea was not proven. Surprisingly, the moderating effect reversed, demonstrating that employee silence increased among those who reported higher levels of self-efficacy when facing workplace ostracism.

This unexpected outcome may be explained by several factors. First, individuals with high self-efficacy may believe they can handle problems on their own without seeking help or speaking up. As a result, they might choose silence not because they feel helpless, but because they prefer to manage the situation independently. In this way, silence becomes a self-managed coping strategy rather than a result of fear or weakness.

Second, high self-efficacy individuals when faced with ostracism, may become more disengaged. Because they are secure in their own strengths and skills, they may regard the ostracizing atmosphere as unworthy of their time and effort. Rather of attempting to re-engage or remedy the problem by speaking up, they may remain

mute and emotionally detached, especially if they believe their efforts will not be respected or recognized.

Third, it is also possible that self-efficacy alone is not enough to overcome the negative emotional impact of the WO. When employees are excluded or ignored, it creates a strong emotional reaction such as hurt, frustration, or confusion. Even highly self-efficacious individuals may feel discouraged or demotivated, leading them to remain silent rather than confronting the issue—especially if they perceive that speaking up may worsen their situation or cause further rejection.

The study's unanticipated finding was that self-efficacy did not significantly reduce the favorable link between the WO and ES. This finding is consistent with previous research, which suggests that in some situations, self-efficacy may not serve only as a protective factor. For example, [Y. Xu, Yang, Yan, Li, and Zhang \(2022\)](#) discovered that people with high self-efficacy under stress may continue to use maladaptive coping mechanisms, worsening rather than mitigating poor results. Similarly, [Lee and Ashforth \(2023\)](#) found that when confronted with interpersonal abuse, people with strong self-beliefs may internalize more responsibility for resolving conflicts, increasing emotional weariness and defensive actions such as silence. Furthermore, similar with the Conservation of Resources (COR) theory ([Hobfoll et al., 2018](#)), when employees face major resource threats such as ostracism, they may become highly defensive, conserving emotional energy by remaining silent, regardless of personal efficacy beliefs. Furthermore, recent research suggests that self-efficacy is more effective in task-related domains than in social relational risks ([Ng & Feldman, 2015](#)), which could explain why it did not significantly attenuate the ostracism-silence relationship in this study.

In addition, cultural factors may have influenced the findings. In collectivist cultures like Pakistan, silence is often used as a way to avoid conflict, maintain group harmony, or show respect to authority. Even confident individuals may choose to stay silent to avoid creating further tension, especially if they feel that their voice will not be welcomed or appreciated in a hierarchical environment. Finally, the expected buffering effect of self-efficacy may not have been seen due to sample constraints. For example, the range of self-efficacy levels may not have been broad enough, or most participants may have scored similarly, limiting the potential to

discover actual moderating effects. Furthermore, unmeasured characteristics such as workplace culture, fear of reprisal, or a lack of support systems may have had a greater impact on silence than self-efficacy.

Overall, while the hypothesis was not validated, the findings indicate that the relationship between self-efficacy and employee silence in reaction to workplace ostracism is more complex than anticipated. Future research should go deeper into this association, maybe adding additional psychological or contextual elements that determine whether employees choose to speak up or remain silent in the face of exclusion.

5.2 Research Implications

5.2.1 Theoretical Implications

This study adds to the expanding literature by illuminating the behavioral and psychological effects of workplace ostracism (WO), especially in the educational field. This study contributes to the limited literature in academic institutions by experimentally investigating the association between workplace ostracism and employee silence. Consistent with prior findings, the study supports the idea that WO has a large and favorable impact on employee silence, emphasizing the critical consequences of social exclusion in professional settings.

Furthermore, this study contributes to theoretical understanding by proposing work alienation as a mediator factor between WO and employee silence. Although previous research has examined the negative impacts of work alienation on performance, well-being, and health (Amarat et al., 2019; Chiaburu, Thundiyil, & Wang, 2014; Jiang & Zhang, 2021), the specific impact on employee silence is unknown. The current findings imply that employees who are ostracized feel alienated from their work, which causes them to suppress information and disengage from workplace reform activities. This contributes to theoretical understanding by demonstrating how work alienation not only affects individual motivation but also prevents constructive employee actions that are critical for organizational learning and growth.

The study identifies the "black box" that connects workplace ostracism to employee silence using the Conservation of Resources (COR) theory. Using the notion of resource loss spirals (Halbesleben et al., 2014; Wright & Hobfoll, 2004), the study demonstrates how ostracism depletes individuals' psychological resources, resulting in feelings of alienation and subsequent silence. In such cases, employees may withdraw not just from individuals who alienated them, but also from the larger team and organization. Furthermore, the findings show how work alienation impedes the achievement of organizational learning and growth goals, especially in areas such as education, where participation and communication are critical. This study adds theoretical depth to the current literature on the function of job alienation in determining employees' responses to exclusion by establishing its negative influence on silence practices.

Another significant theoretical contribution is the use of self-efficacy as a moderating variable in the relationship between workplace ostracism and employee silence. While earlier research has suggested that high self-efficacy improves coping and resilience (Schwarzer, Bäßler, Kwiatek, Schröder, & Zhang, 1997; Cicognani, 2011), the current study found an unexpected opposite effect: employees with high self-efficacy were more likely to remain silent when ostracized.

This paradoxical finding opens up new options for theory development, implying that personal resources such as self-efficacy may not always serve as protective buffer. Individuals with strong self-efficacy may prefer to manage disputes privately or disengage from surroundings that they believe to be immutable or unworthy of their efforts. This unexpected finding adds new insights to the literature by questioning the notion that self-efficacy always minimizes negative consequences Sarwar et al. (2019).

Furthermore, the results highlight the importance of cultural characteristics like power distance. The observed tendency of employees to remain silent in the face of ostracism, particularly in a high power distance culture such as Pakistan, demonstrates that hierarchical norms may hinder open communication and challenge to authority leaders S. Khalid et al. (2024). This means that cultural environment has a significant impact on the effectiveness of personal resources such as self-efficacy and should be carefully incorporated in future theoretical models.

Finally, the study contributes to the theoretical literature by using a sample of teachers working in educational institutions, which is frequently underrepresented in organizational behavior research. Teachers play an important role in youth development, and knowing how workplace variables influence their willingness to speak up is critical to creating healthier educational settings. By focusing on this demographic, the study broadens the scope of theories about workplace ostracism, silence, and personal resource management. In conclusion, this study offers important theoretical insights by highlighting the mechanisms and contextual factors that influence workplace ostracism, with a focus on the mediating role of work alienation, the unexpected moderating role of self-efficacy, and the influence of cultural norms.

5.2.2 Practical Implications

The results of this study have meaningful practical implications for organizations seeking to promote inclusive, psychologically safe, and productive work environments. Workplace ostracism has been demonstrated to have a substantial impact on employee silence, so organizations must actively implement human resource strategies that prevent employee exclusion. One such strategy involves leadership playing a critical role in reducing employee quiet. Leaders that set clear goals, encourage open communication, and develop a supportive environment can assist marginalized employees feel secure to express their problems and challenges (Christensen-Salem et al., 2021). Given the human desire to belong, organizational exclusion—whether through social comparison or silent treatment—can be more psychologically devastating than more overt types of mistreatment (Williams, 2009; L. Z. Wu et al., 2012). Employee silence can impede organizational learning and development. Furthermore, people who feel alienated at work may engage in deviant conduct and perform poorly (Shantz et al., 2015). To combat this, managers can actively involve employees in decision-making processes and task arrangements, since this participation helps alleviate feelings of powerlessness and estrangement created by ostracism. Because workplace ostracism can quietly harm organizational health, leaders should prioritize building an inclusive and courteous culture in which all employees feel seen and valued. Clear anti-ostracism policies,

backed by continuous communication and behavioral norms, can assist prevent social exclusion from becoming the norm. Regular team-building exercises, inclusive leadership approaches, and open communication channels can help to tear down barriers and promote open engagement. Managers should also be trained to recognize early indicators of exclusion, such as retreat or changes in team dynamics, and address them before they progress into more serious concerns like job alienation or employee silence.

Employee silence is typically motivated by the notion that speaking up would not result in substantial change. To address this, firms should implement responsive feedback methods in which employee input is not only solicited but also clearly acted upon. Creating safe spaces, such as anonymous idea platforms, regular listening sessions, or debate circles, can convince employees that their opinions are valued. More significantly, when employees see their comments influence choices or improve working procedures, it fosters a culture of trust and openness. Such intentional participation reduces silence, improves organizational learning, and promotes a healthier, more collaborative workplace.

Furthermore, it is critical to support the psychological wellness of employees. To help employees cope with the emotional implications of ostracism and alienation, organizations should implement mindfulness programs, stress and emotion management seminars, and provide access to professional counseling. Employee self-awareness is also important since it increases psychological capital, such as self-efficacy and resilience (Huisin, 2019; Bhatnagar & Aggarwal, 2020). Employees who practice self-awareness are better able to recognize early indicators of alienation and take proactive measures to protect their mental health.

To stay ahead of workplace alienation issues, businesses should engage in ongoing leadership development programs that teach managers to spot early signs of alienation and silence.

Given the strong correlation between employee silence and perceptions of justice and safety, employers should strive to create a supportive, inclusive, and equal atmosphere. Interpersonal training programs, like as conflict resolution and communication skills courses, can help employees better manage exclusionary circumstances. Furthermore, to guarantee that workplace ostracism is not overlooked or

ignored, employers should create anonymous and easily accessible ways for reporting unfavorable interpersonal behaviors.

Finally, building a culture of inclusiveness and communication transparency is critical. Organizations that value trust and transparency not only boost the employee-employer relationship, but also improve interpersonal trust among colleagues (Whitener et al., 1998). Overall, this study emphasizes the importance of proactive organizational strategies in combating workplace ostracism and creating a culture in which employees feel seen, heard, and valued.

5.3 Limitations

This study, like all research, has limitations that should be addressed in order to guide future inquiry.

First, due to the cross-sectional nature of the data, causal relationships between workplace ostracism, work alienation, and employee silence cannot be conclusively proven.

Second, the data was gathered just from respondents in Pakistan, which may restrict the findings' generalizability to other cultural or economic settings. Exploring these links across developing and industrialized countries would aid in determining the consistency of these trends in various organizational and societal settings.

Third, the study does not take into account organizational elements such as leadership style, communication climate, or human resource procedures, which may influence the level of ostracism and alienation experienced by employees. Including such contextual variables in future models may provide a more complete picture of the organizational ecology that influences employee behavior.

Fourth, employee silence has often been conceptualized as a relatively stable behavior, but recent findings suggest it may fluctuate depending on daily experiences (Knoll, Hall, & Weigelt, 2019). This points to the need for within-person designs, such as diary studies or experience sampling methods, to examine how silence evolves over time and in response to contextual changes.

Fifth, there is also a scarcity of empirical research exploring strategies to mitigate employees' perceptions of work alienation. Future studies should investigate practical interventions aimed at reducing feelings of powerlessness, meaninglessness, and isolation in the workplace.

Sixth, the study relied on self-report questionnaires to collect data for all variables, which can lead to common method bias. Despite using well-established scales and maintaining respondent anonymity to reduce social desirability bias, the potential for inflated associations due to shared method variance cannot be entirely dismissed. Finally, the small sample size used in this study raises the likelihood of sampling error, which may reduce the statistical power of the analysis.

5.4 Future Direction

This study lays the groundwork for understanding how workplace ostracism contributes to employee silence and work alienation; nevertheless, further research is needed in various areas. First, future studies should use longitudinal or experimental study designs to investigate how the experience of ostracism and its psychological consequences change over time. Such methods can aid in identifying temporal patterns and causal mechanisms that cross-sectional designs can not readily capture. Second, future researchers should look into how workplace ostracism affects people outside of their organization. As previous study has shown, the emotional pressure generated by ostracism can spill over into personal areas such as family life, possibly impacting work-life balance and general health. Investigating these cross-domain repercussions would provide a more complete picture of ostracism's overall impact.

Third, the mediation mechanisms between workplace ostracism and employee silence deserve further investigation. Emotions such as anxiety, fear, frustration, or anger may be important psychological mechanisms through which ostracism influences silence behavior. Testing these emotion-based mediators can help to strengthen the theoretical framework and identify specific areas for intervention.

Fourth, future studies could widen the research environment by collecting data from a variety of industries and occupational categories, such as highly skilled

workers in manufacturing or service sectors. This would improve the findings' generalizability and assist understand how industry-specific norms and expectations influence the ostracism-silence dynamic.

Fifth, differences in power distance, collectivism, and communication norms may affect how ostracism and silence are perceived and communicated. Cross-cultural comparative research would thus be useful for determining the generalizability of present findings across various cultural and national contexts.

Sixth, as firms increasingly adopt hybrid or remote work models, it is critical to investigate how virtual forms of exclusion or isolation influence employee feelings of alienation and silence. Future study should look into whether digital ostracism—such as being excluded from virtual meetings or group chats—has the same psychological consequences as face-to-face ostracism, and how these dynamics might be addressed in changing work contexts.

By furthering research in these areas, scholars can contribute to a more thorough knowledge of the conditions under which workplace ostracism leads to negative employee outcomes, as well as how organizations might prevent such processes from taking place.

5.5 Conclusion

This research aimed to explore the processes through which workplace ostracism contributes to employee silence, focusing specifically on the mediating role of work alienation and the moderating role of self-efficacy. The study is anchored in the (COR) theory, and the research sought to clarify how psychological resource depletion explains employees' withdrawal behaviors in reaction to workplace exclusion.

The study found a statistically significant positive association between workplace ostracism and employee silence, implying that employees who feel ignored or excluded are more inclined to conceal their views, criticism, and suggestions. Furthermore, work alienation was discovered to strongly mitigate this link, indicating that ostracized people frequently experience a psychological detachment from their jobs, which contributes to their silence. These findings underscore the importance

of psychological elements in molding employees' behavioral responses to abuse in corporate contexts. Unlike predictions, the moderating role of self-efficacy was not validated. Surprisingly, rather than diminishing the link between workplace ostracism and employee silence, higher levels of self-efficacy tended to exacerbate it. This shows that those with high self-esteem are more sensitive to violations of their social standards and, when confronted with exclusion, may withdraw more. This unexpected result emphasizes the complexities of psychological resources and implies that self-efficacy may not always play a protective function in stressful employment situations.

These findings have important implications for organizations. Employers must acknowledge the detrimental effects of workplace ostracism and emphasize inclusive, communicative settings. Addressing early indicators of job alienation through supportive leadership, fair treatment, and open discussion can reduce the likelihood of employee quiet and its negative influence on organizational performance. Although self-efficacy is commonly regarded as a positive attribute, its relationship with social exclusion warrants further investigation.

References

- Abubakar, A. M., Yazdian, T. F., & Behraves, E. (2018). A riposte to ostracism and tolerance to workplace incivility: a generational perspective. *Personnel Review*, *47*(2), 441–457.
- Adibifar, K., & Monson, M. (2020). Workplace subjective alienation and individuals' well-being. *Journal of Economic Development, Environment and People*, *9*(3), 22.
- Afsar, B., & Masood, M. (2018). Transformational leadership, creative self-efficacy, trust in supervisor, uncertainty avoidance, and innovative work behavior of nurses. *The Journal of Applied Behavioral Science*, *54*(1), 36–61.
- Ahmad, A., Saleem, S., & Qamar, B. (2023). Exploring the relationship between workplace ostracism and innovative work behavior: Mediating role of creative self-efficacy. *NICE Research Journal*, *16*(2), 1–22.
- Akar, H. (2018). Organizational silence in educational organizations: A meta-analysis study. *International Journal of Eurasia Social Sciences/Uluslararası Avrasya Sosyal Bilimler Dergisi*, *9*(32).
- Al-Dhuhouri, F. S., Mohd-Shamsudin, F., & Bani-Melhem, S. (2024). Feeling ostracized? exploring the hidden triggers, impact on silence behavior and the pivotal role of ethical leadership. *International Journal of Organization Theory Behavior*, *27*(1), 35–54.
- Ali, M., Usman, M., Soetan, G. T., Saeed, M., & Rofcanin, Y. (2022). Spiritual leadership and work alienation: analysis of mechanisms and constraints. *The Service Industries Journal*, *42*(11-12), 897–918.
- Amarat, M., Akbolat, M., Ünal, Ö., & Güneş Karakaya, B. (2019). The mediating role of work alienation in the effect of workplace loneliness on nurses' performance. *Journal of Nursing Management*, *27*(3), 553–559.

- Arain, G. A., Hameed, I., Khan, A. K., Strologo, A. D., & Dhir, A. (2022). How and when do employees hide knowledge from co-workers? *Journal of Knowledge Management*, *26*(7), 1789–1806.
- Ayub, A., Sultana, F., Iqbal, S., Abdullah, M., & Khan, N. (2021). Coping with workplace ostracism through ability-based emotional intelligence. *Journal of Organizational Change Management*, *34*(5), 969–989.
- Bailey, C., & Madden, A. (2019). “we’re not scum, we’re human”: Agential responses in the face of meaningless work. *Scandinavian Journal of Management*, *35*(4), 101064.
- Balliet, D., & Ferris, D. L. (2013). Ostracism and prosocial behavior: A social dilemma perspective. *Organizational Behavior and Human Decision Processes*, *120*(2), 298–308.
- Bandura, A. (1982). Self-efficacy mechanism in human agency. *American Psychologist*, *37*(2), 122.
- Bandura, A. (1986). *Social foundations of thought and action*. Englewood Cliffs, NJ: Prentice-Hall.
- Bandura, A. (2017). Mechanisms of moral disengagement. In *Insurgent terrorism* (pp. 85–115). Routledge.
- Bandura, A. (2023). Cultivate self-efficacy for personal and organizational effectiveness. In *Principles of organizational behavior: The handbook of evidence-based management 3rd edition* (pp. 113–135). Wiley.
- Bandura, A., & Wessels, S. (1997). *Self-efficacy*. Cambridge: Cambridge University Press.
- Battal, F., Durmuş, , & Çınar, E. (2024). The relationship between self-efficacy and emotional burnout levels of seafarers: the role of individual alienation—the case of turkey. *Maritime Business Review*, *9*(2), 177–199.
- Baumeister, R. F., & Leary, M. R. (2017). The need to belong: Desire for interpersonal attachments as a fundamental human motivation. In *Interpersonal development* (pp. 57–89). Psychology Press.
- Bauwens, R., Audenaert, M., Huisman, J., & Decramer, A. (2019). Performance management fairness and burnout: implications for organizational citizenship behaviors. *Studies in Higher Education*, *44*(3), 584–598.

- Bedi, A. (2021a). No herd for black sheep: A meta-analytic review of the predictors and outcomes of workplace ostracism. *Applied Psychology, 70*(2), 861–904.
- Bedi, A. (2021b). No herd for black sheep: A meta-analytic review of the predictors and outcomes of workplace ostracism. *Applied Psychology, 70*(2), 861–904. doi: 10.1111/apps.12247
- Ben-Zur, H. (2022). The role of perceived health, ethnicity, and psychosocial resources. *The International Journal of Health, Wellness and Society, 12*(2), 1.
- Bhatnagar, J., & Aggarwal, P. (2020). Meaningful work as a mediator between perceived organizational support for environment and employee eco-initiatives, psychological capital and alienation. *Employee Relations: The International Journal, 42*(6), 1487–1511. doi: 10.1108/ER-12-2019-0448
- Bhatti, S. H., Hussain, M., Santoro, G., & Culasso, F. (2023). The impact of organizational ostracism on knowledge hiding: analysing the sequential mediating role of efficacy needs and psychological distress. *Journal of Knowledge Management, 27*(2), 485–505. doi: 10.1108/JKM-05-2022-0371
- Blackhart, G. C., Nelson, B. C., Knowles, M. L., & Baumeister, R. F. (2009). Rejection elicits emotional reactions but neither causes immediate distress nor lowers self-esteem: A meta-analytic review of 192 studies on social exclusion. *Personality and Social Psychology Review, 13*(4), 269–309. doi: 10.1177/1088868309346065
- Brinsfield, C. T. (2009). *Employee silence: Investigation of dimensionality, development of measures, and examination of related factors* (PhD dissertation). The Ohio State University.
- Brinsfield, C. T. (2013). Employee silence motives: Investigation of dimensionality and development of measures. *Journal of Organizational Behavior, 34*(5), 671–697. doi: 10.1002/job.1829
- Brislin, R. (1993). *Understanding culture's influence on behavior*. Harcourt Brace Jovanovich.
- Brockner, J., Ackerman, G., Greenberg, J., Gelfand, M. J., Francesco, A. M., Chen, Z. X., & Shapiro, D. (2001). Culture and procedural justice: The influence of power distance on reactions to voice. *Journal of Experimental*

- Social Psychology*, 37(4), 300–315. doi: 10.1006/jesp.2000.1451
- Castaneda, D. I., & Cuellar, S. (2020). Knowledge sharing and innovation: A systematic review. *Knowledge and Process Management*, 27(3), 159–173. Retrieved from <https://doi.org/10.1002/kpm.1637> doi: 10.1002/kpm.1637
- Chamberlin, M., Newton, D. W., & Lepine, J. A. (2017). A meta-analysis of voice and its promotive and prohibitive forms: Identification of key associations, distinctions, and future research directions. *Personnel Psychology*, 70(1), 11–71. doi: 10.1111/peps.12167
- Chamberlin, M., Newton, D. W., & LePine, J. A. (2018). A meta-analysis of empowerment and voice as transmitters of high-performance managerial practices to job performance. *Journal of Organizational Behavior*, 39(10), 1296–1313. doi: 10.1002/job.2303
- Chang, Y. C., Huang, S. T., Wang, C. C., & Yang, C. C. (2025). Resilience as a moderator of the effects of types of workplace bullying and job performance. *BMC Nursing*, 24(1), 254.
- Chen, G., Gully, S. M., & Eden, D. (2001). Validation of a new general self-efficacy scale. *Organizational Research Methods*, 4(1), 62–83. doi: 10.1177/109442810141004
- Chiaburu, D. S., Thundiyil, T., & Wang, J. (2014). Alienation and its correlates: A meta-analysis. *European Management Journal*, 32(1), 24–36. doi: 10.1016/j.emj.2013.06.003
- Choi, W.-S., Kang, S.-W., & Choi, S. B. (2021). Innovative behavior in the workplace: An empirical study of moderated mediation model of self-efficacy, perceived organizational support, and leader–member exchange. *Behavioral Sciences*, 11(12), 182. Retrieved from <https://www.mdpi.com/2076-328X/11/12/182> doi: 10.3390/bs11120182
- Chou, S. Y., & Chang, T. (2020). Employee silence and silence antecedents: A theoretical classification. *International Journal of Business Communication*, 57(3), 401–426. doi: 10.1177/2329488417703301
- Chung, Y. W. (2018). Workplace ostracism and workplace behaviors: A moderated

- mediation model of perceived stress and psychological empowerment. *Anxiety, Stress, Coping*, 31(3), 304–317. doi: 10.1080/10615806.2018.1424835
- Church, M. A., Elliot, A. J., & Gable, S. L. (2001). Perceptions of classroom environment, achievement goals, and achievement outcomes. *Journal of Educational Psychology*, 93(1), 43–54. doi: 10.1037/0022-0663.93.1.43
- Cicognani, E. (2011). Coping strategies with minor stressors in adolescence: Relationships with social support, self-efficacy, and psychological well-being. *Journal of Applied Social Psychology*, 41(3), 559–578. doi: 10.1111/j.1559-1816.2011.00726.x
- Connelly, C. E., Černe, M., Dysvik, A., & Škerlavaj, M. (2019). Understanding knowledge hiding in organizations. *Journal of Organizational Behavior*, 40(7), 779–782.
- Conway, E., Monks, K., Fu, N., Alfes, K., & Bailey, K. (2020). Reimagining alienation within a relational framework: evidence from the public sector in ireland and the uk. *The International Journal of Human Resource Management*, 31(21), 2673–2694.
- Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). SAGE Publications.
- Curchod, C., Patriotta, G., & Neysen, N. (2014). Categorization and identification: The identity work of ‘business sellers’ on ebay. *Human Relations*, 67(11), 1293–1320.
- Dabbagh, P., Esfahani, A., & Shahin, A. (2012). Studying relationship between perceived organizational justice and organizational silence: Case study: Khorshid hospital personnel. *Interdisciplinary Journal of Contemporary Research in Business*, 3(10).
- Dash, D., Farooq, R., & Upadhyay, S. (2023). Linking workplace ostracism and knowledge hoarding via organizational climate: a review and research agenda. *International Journal of Innovation Science*, 15(1), 135–166.
- Dash, I., & Nayak, P. P. (2025). Emotional intelligence and entrepreneurial intention: benchmarking initiatives. *International Journal of Process Management and Benchmarking*, 19(3), 305–319.

- Davis, C. R., Baker, C. N., Osborn, J., Overstreet, S., & Collaborative, N. O. T.-I. S. L. (2024). Understanding teacher self-efficacy to address students' social-emotional needs in the covid-19 pandemic. *Urban Education, 59*(8), 2427–2457.
- Debnath, S. (2020). Concept of alienation in hegel's social philosophy. *Journal of Indian Council of Philosophical Research, 37*(1), 51–66.
- Dedahanov, A. T., Abdurazzakov, O. S., Fayzullaev, A. K. U., & Sun, W. (2021). When does abusive supervision foster ineffectual and defensive silence? employee self-efficacy and fear as contingencies. *Sustainability, 14*(1), 231.
- Dedahanov, A. T., Lee, D. H., & Rhee, J. (2016). Silence as a mediator between organizational factors and stress. *Journal of Managerial Psychology, 31*(8), 1251–1264.
- Dedahanov, A. T., Rhee, C., & Gapurjanova, N. (2019). Job autonomy and employee voice: is work-related self-efficacy a missing link? *Management Decision, 57*(9), 2401–2413.
- Dedahanov, A. T., & Rhee, J. (2015). Examining the relationships among trust, silence and organizational commitment. *Management Decision, 53*(8), 1843–1857.
- DeHart-Davis, L., & Pandey, S. K. (2005). Red tape and public employees: Does perceived rule dysfunction alienate managers? *Journal of Public Administration Research and Theory, 15*(1), 133–148.
- Dewald-Kaufmann, J. F., Wüstenberg, T., Barton, B. B., Goerigk, S., Reinhard, M. A., Musil, R., et al. (2021). Dynamics of the immediate behavioral response to partial social exclusion. *Scientific Reports, 11*(1), 1853.
- Di Marco, D., Martínez-Corts, I., Arenas, A., & Gamero, N. (2018). Spanish validation of the shorter version of the workplace incivility scale: an employment status invariant measure. *Frontiers in Psychology, 9*, 959.
- Dong, R., Yu, W., Ni, S., & Hu, Q. (2023). Ageism and employee silence: The serial mediating roles of work alienation and organizational commitment. *Ethics & Behavior, 33*(8), 702–721.
- Dong, X. T., & Chung, Y. W. (2021). The mediating effect of perceived stress and moderating effect of trust for the relationship between employee silence

- and behavioral outcomes. *Psychological Reports*, 124(4), 1715–1737.
- DuBois, H. T., & Arena Jr, D. F. (2023). Bisexual authenticity and job attitudes: The impact of seeing similar others at work. *Journal of Vocational Behavior*, 146, 103918.
- Durrah, O. (2020). Injustice perception and work alienation: Exploring the mediating role of employee's cynicism in healthcare sector. *The Journal of Asian Finance, Economics and Business*, 7(9), 811–824.
- Eickholt, M. S., & Goodboy, A. K. (2017). Investment model predictions of workplace ostracism on k–12 teachers' commitment to their schools and the profession of teaching. *Journal of Workplace Behavioral Health*, 32(2), 139–157.
- Elksas, E. I. I., Aziz Mansy, A. M., Mohammed Aly, S. M., & Elsayed Abdo, B. M. (2024). Workplace ostracism and its relationship with job performance and work alienation among staff nurses. *Assiut Scientific Nursing Journal*, 12(47), 198–209.
- Ertekin, P., & Ozmen, D. (2017). Identification of the variables which predict alienation from work in nurses who are studying at a university hospital/bir universite hastanesinde calisan hemsirelerde ise yabancilasmayi yordayan degiskenlerin incelenmesi. *Journal of Education and Research in Nursing*, 14(1), 25–31.
- Evans, J. M., Hendron, M. G., & Oldroyd, J. B. (2015). Withholding the ace: the individual-and unit-level performance effects of self-reported and perceived knowledge hoarding. *Organization Science*, 26(2), 494–510.
- Fatima, T., Bilal, A. R., Imran, M. K., & Sarwar, A. (2023). Manifestations of workplace ostracism: an insight into academics' psychological well-being. *South Asian Journal of Business Studies*, 12(1), 79–103.
- Fatima, T., Ilyas, M., Rehman, C. A., & Imran, M. K. (2017). Empirical investigation of relationship between workplace ostracism and employee silence: A test of mediating effects of self-esteem and meaningful existence in context of public sector universities in punjab. *Abasyn Journal of Social Sciences*, 10(1), 111–128.
- Ferris, D. L., Brown, D. J., Berry, J. W., & Lian, H. (2008). The development and

- validation of the workplace ostracism scale. *Journal of Applied Psychology*, *93*(6), 1348–1366.
- Ferris, D. L., Chen, M., & Lim, S. (2017). Comparing and contrasting workplace ostracism and incivility. *Annual Review of Organizational Psychology and Organizational Behavior*, *4*(1), 315–338.
- Fiset, J., Al Hajj, R., & Vongas, J. G. (2017). Workplace ostracism seen through the lens of power. *Frontiers in Psychology*, *8*, 1528.
- Flammer, A. (1995). Developmental analysis of control beliefs. In A. Bandura (Ed.), *Self-efficacy in changing societies* (pp. 69–113). New York: Cambridge University Press. Retrieved from <https://doi.org/10.1017/CBO9780511527692.005> doi: 10.1017/CBO9780511527692.005
- Fuchs, C. (2022). Social media, alienation, and the public sphere. In *The social media debate* (pp. 53–76). Routledge.
- Gecas, V., & Seff, M. A. (1990). Social class and self-esteem: Psychological centrality, compensation, and the relative effects of work and home. *Social Psychology Quarterly*, 165–173.
- Gibson, C. B. (2001). From knowledge accumulation to accommodation: Cycles of collective cognition in work groups. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, *22*(2), 121–134.
- Gkorezis, P., & Bellou, V. (2016). The relationship between workplace ostracism and information exchange: The mediating role of self-serving behavior. *Management Decision*, *54*(3), 700–713.
- Golden, T. D., & Veiga, J. F. (2018). Self-estrangement's toll on job performance: The pivotal role of social exchange relationships with coworkers. *Journal of Management*, *44*(4), 1573–1597.
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 161–178.
- Greco, L. M., Whitson, J. A., O'Boyle, E. H., Wang, C. S., & Kim, J. (2019). An eye for an eye? a meta-analysis of negative reciprocity in organizations. *Journal of Applied Psychology*, *104*(9), 1117–1143.
- Guo, G., Gong, Q., Li, S., & Liang, X. (2021). Don't speak ill of others behind their

- backs: Receivers' ostracism (sender-oriented) reactions to negative workplace gossip. *Psychology Research and Behavior Management*, 1–16.
- Halbesleben, J. R., Neveu, J.-P., Paustian-Underdahl, S. C., & Westman, M. (2014). Getting to the “cor” understanding the role of resources in conservation of resources theory. *Journal of Management*, *40*(5), 1334–1364.
- Haldorai, K., Kim, W. G., Phetvaroon, K., & Li, J. (2020). Left out of the office “tribe”: The influence of workplace ostracism on employee work engagement. *International Journal of Contemporary Hospitality Management*, *32*(8), 2717–2735.
- Hao, L., Zhu, H., He, Y., Duan, J., Zhao, T., & Meng, H. (2022). When is silence golden? a meta-analysis on antecedents and outcomes of employee silence. *Journal of Business and Psychology*, *37*(5), 1039–1060.
- Harnois, C. E., & Bastos, J. L. (2018). Discrimination, harassment, and gendered health inequalities: do perceptions of workplace mistreatment contribute to the gender gap in self-reported health? *Journal of Health and Social Behavior*, *59*(2), 283–299.
- Hayes, A. F., & Preacher, K. J. (2014). Statistical mediation analysis with a multicategorical independent variable. *British Journal of Mathematical and Statistical Psychology*, *67*(3), 451–470.
- He, P., Wang, X., Wu, M., & Estay, C. (2018). Compulsory citizenship behavior and employee silence: The roles of emotional exhaustion and organizational identification. *Social Behavior and Personality: An International Journal*, *46*(12), 2025–2047.
- Hirschfeld, R. R., & Feild, H. S. (2000). Work centrality and work alienation: Distinct aspects of a general commitment to work. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, *21*(7), 789–800.
- Hitlan, R. T., & Noel, J. (2009). The influence of workplace exclusion and personality on counterproductive work behaviours: An interactionist perspective. *European Journal of Work and Organizational Psychology*, *18*(4), 477–502.
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, *44*(3), 513.

- Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. *Applied Psychology, 50*(3), 337–421.
- Hobfoll, S. E. (2011). Conservation of resources theory: Its implication for stress, health, and resilience. In *The oxford handbook of stress, health, and coping* (pp. 127–147). Oxford University Press.
- Hobfoll, S. E., Halbesleben, J. R. B., Neveu, J.-P., & Westman, M. (2018). Conservation of resources in the organizational context: The reality of resources and their consequences. *Annual Review of Organizational Psychology and Organizational Behavior, 5*(1), 103–128.
- Hobfoll, S. E., & Shirom, A. (2000). Conservation of resources theory: Applications to stress and management in the workplace. In *Handbook of organization behavior* (Vol. 2, pp. 57–81). Marcel Dekker.
- Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions and organizations across nations*. Sage Publications.
- Howard, M. C., Cogswell, J. E., & Smith, M. B. (2020). The antecedents and outcomes of workplace ostracism: A meta-analysis. *Journal of Applied Psychology, 105*(6), 577.
- Huising, R. (2019). Moving off the map: How knowledge of organizational operations empowers and alienates. *Organization Science, 30*(5), 1054–1075.
- Hull, J. G., Van Treuren, R. R., & Virnelli, S. (1987). Hardiness and health: A critique and alternative approach. *Journal of Personality and Social Psychology, 53*(3), 518.
- Ibrahim, R., & Olaleye, B. R. (2025). Relationship between workplace ostracism and job productivity: The mediating effect of emotional exhaustion and lack of motivation. *Asia-Pacific Journal of Business Administration, 17*(1), 190–211.
- Imran, M. K., Fatima, T., Sarwar, A., & Iqbal, S. M. J. (2023). Will i speak up or remain silent? workplace ostracism and employee performance based on self-control perspective. *The Journal of Social Psychology, 163*(1), 107–125.
- Jahanzeb, S., Bouckennooghe, D., & Mushtaq, R. (2021). Silence and proactivity in managing supervisor ostracism: implications for creativity. *Leadership &*

- Organization Development Journal*, 42(5), 705–721.
- Jahanzeb, S., & Fatima, T. (2017). The role of defensive and prosocial silence between workplace ostracism and emotional exhaustion. In *Academy of management proceedings* (Vol. 2017, p. 17107). Briarcliff Manor, NY.
- Jahanzeb, S., & Fatima, T. (2018). How workplace ostracism influences interpersonal deviance: The mediating role of defensive silence and emotional exhaustion. *Journal of Business and Psychology*, 33(6), 779–791.
- Jahanzeb, S., Fatima, T., Javed, B., & Giles, J. P. (2020). Can mindfulness overcome the effects of workplace ostracism on job performance? *The Journal of Social Psychology*, 160(5), 589–602.
- Jahanzeb, S., Fatima, T., & Malik, M. A.-u.-H. (2018). Supervisor ostracism and defensive silence: a differential needs approach. *European Journal of Work and Organizational Psychology*, 27(4), 430–440.
- Jahanzeb, S., Giles, J., & Mushtaq, R. (2023). Workplace ostracism and organizational deviance: a self-regulatory perspective. *The Journal of Social Psychology*, 163(5), 698–715.
- Jain, E., Agarwal, M., Sharma, S. K., & Kumar, A. (2023). A multivariate analysis of workplace ostracism and employee engagement: the role of psychological distress and mindfulness. *International Journal of Indian Culture and Business Management*, 30(1), 29–50.
- Jiang, P., & Zhang, L. (2021). Does conformity lead to gains? the effect of workplace ostracism on performance evaluation from a self-presentational view. *Acta Psychologica Sinica*, 53(4), 400.
- Johnson, K. F. (2020). Counselor trainees' interprofessional self-efficacy after a career development intervention. *Journal of Employment Counseling*, 57(4), 146–162.
- Kamboj, K. P., & Garg, P. (2022). Workplace ostracism scale: examining the psychometric properties on indian sample. *International Journal of Business Excellence*, 28(2), 253–280.
- Kanungo, R. N. (1979). The concepts of alienation and involvement revisited. *Psychological Bulletin*, 86(1), 119.
- Kerse, G., & Babadag, M. (2019). A path from bullying at work to alienation: a

- multi-level view. *Management Research Review*, 42(10), 1201–1215.
- Khalid, B., Iqbal, R., & Hashmi, S. D. (2020). Impact of workplace ostracism on knowledge hoarding: mediating role of defensive silence and moderating role of experiential avoidance. *Future Business Journal*, 6(1), 39.
- Khalid, J., & Ahmed, J. (2016). Perceived organizational politics and employee silence: supervisor trust as a moderator. *Journal of the Asia Pacific Economy*, 21(2), 174–195.
- Khalid, S., Malik, N., & Atta, M. (2024). Employee silence predicted by abusive leadership and workplace ostracism: Role of employee power distance. *International Journal of Educational Leadership and Management*, 12(1), 13–35.
- Khan, M. A. S., Jianguo, D., Mann, A., Saleem, S., Boamah, K. B., Javed, U., & Usman, M. (2019). Rejuvenating the concept of work alienation through job demands-resources model and examining its relationship with emotional exhaustion and explorative and exploitative learning. *Psychology Research and Behavior Management*, 931–941.
- Kiewitz, C., Restubog, S. L. D., Shoss, M. K., Garcia, P. R. J. M., & Tang, R. L. (2016). Suffering in silence: Investigating the role of fear in the relationship between abusive supervision and defensive silence. *Journal of Applied Psychology*, 101(5), 731.
- Kim, H. S., & Wang, J. (2024). Silence in the workplace: what do we know from research? *European Journal of Training and Development*, 48(10), 56–83.
- Kirrane, M., O’Shea, D., Buckley, F., Grazi, A., & Prout, J. (2017). Investigating the role of discrete emotions in silence versus speaking up. *Journal of Occupational and Organizational Psychology*, 90(3), 354–378.
- Kish-Gephart, J. J., & Breaux-Soignet, D. M. (2013). Fear and silence in the workplace. In *Voice and whistleblowing in organizations* (pp. 92–110). Edward Elgar Publishing.
- Knoll, M., Hall, R. J., & Weigelt, O. (2019). A longitudinal study of the relationships between four differentially motivated forms of employee silence and burnout. *Journal of Occupational Health Psychology*, 24(5), 572.
- Knoll, M., & Van Dick, R. (2013). Do i hear the whistle...? a first attempt

- to measure four forms of employee silence and their correlates. *Journal of Business Ethics*, *113*, 349–362.
- Knoll, M., Wegge, J., Unterrainer, C., Silva, S., & Jønsson, T. (2016). Is our knowledge of voice and silence in organizations growing? building bridges and (re) discovering opportunities. *German Journal of Human Resource Management*, *30*(3–4), 161–194.
- Lam, L. W., & Xu, A. J. (2019). Power imbalance and employee silence: The role of abusive leadership, power distance orientation, and perceived organisational politics. *Applied Psychology*, *68*(3), 513–546. doi: 10.1111/apps.12170
- Legate, N., Weinstein, N., & Ryan, R. M. (2021). Ostracism in real life: Evidence that ostracizing others has costs, even when it feels justified. *Basic and Applied Social Psychology*, *43*(4), 226–238. doi: 10.1080/01973533.2021.1927038
- Li, M., Xu, X., & Kwan, H. K. (2021). Consequences of workplace ostracism: A meta-analytic review. *Frontiers in Psychology*, *12*, 641302.
- Li, N., & Yang, Y. (2023). The influence of workplace ostracism on employees' unsafe behavior in the post-epidemic era: A conditional process model. In *Proceedings of the 2023 4th international conference on management science and engineering management (icmsem 2023)* (Vol. 259, p. 248).
- Li, S., & Chen, Y. (2018). The relationship between psychological contract breach and employees' counterproductive work behaviors: the mediating effect of organizational cynicism and work alienation. *Frontiers in Psychology*, *9*, 1273.
- Liu, H., & Xia, H. (2016). Workplace ostracism: A review and directions for future research. *Journal of Human Resource and Sustainability Studies*, *4*(3), 197–201.
- Liu, J., Carminati, L., & Wilderom, C. (2025). Work alienation through the dialectical lens. *Applied Psychology*, *74*(1), e12600.
- Liu, M., Liu, X., Muskat, B., Leung, X. Y., & Liu, S. S. (2024). Employees' self-esteem in psychological contract: workplace ostracism and counterproductive behavior. *Tourism Review*, *79*(1), 152–166.
- Lyu, Y., & Zhu, H. (2019). The predictive effects of workplace ostracism on

- employee attitudes: A job embeddedness perspective. *Journal of Business Ethics*, 158, 1083–1095.
- Madlock, P., & Martin, M. (2011). Communication and work alienation: To speak or not to speak. *Human Communication: A Publication of the Pacific and Asian Communication Association*, 14(4), 369–382.
- Manninen, S.-M., Koponen, S., Sinervo, T., & Laulainen, S. (2024). Workplace ostracism in healthcare: Association with job satisfaction, stress, and perceived health. *Journal of Advanced Nursing*, 80(5), 1813–1825.
- Mao, Y., Liu, Y., Jiang, C., & Zhang, I. D. (2018). Why am i ostracized and how would i react?—a review of workplace ostracism research. *Asia Pacific Journal of Management*, 35, 745–767.
- Matsui, T., & Onglatco, M. L. (1992). Career self-efficacy as a moderator of the relation between occupational stress and strain. *Journal of Vocational Behavior*, 41(1), 79–88.
- McCord, M. A., Joseph, D. L., Dhanani, L. Y., & Beus, J. M. (2018). A meta-analysis of sex and race differences in perceived workplace mistreatment. *Journal of Applied Psychology*, 103(2), 137.
- Mengenci, C. (2015). Antecedents and consequences of organizational fear and silence behavior: Evidence service sector from turkey. *International Business Research*, 8(5), 223.
- Mielniczuk, E., & Laguna, M. (2020). Positive affect mediates the relationship between self-efficacy and innovative behavior in entrepreneurs. *The Journal of Creative Behavior*, 54(2), 267–278.
- Mohapatra, M., Madan, P., & Srivastava, S. (2023). Loneliness at work: Its consequences and role of moderators. *Global Business Review*, 24(3), 433–450.
- Morrison, E. W. (2011). Employee voice behavior: Integration and directions for future research. *Academy of Management Annals*, 5(1), 373–412.
- Morrison, E. W. (2014). Employee voice and silence. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 173–197.
- Morrison, E. W., & Milliken, F. J. (2000). Organizational silence: A barrier to change and development in a pluralistic world. *Academy of Management*

- Review*, 25(4), 706–725.
- Mottaz, C. J. (1981). Some determinants of work alienation. *Sociological Quarterly*, 22(4), 515–529.
- Mukta, M. S. H., Ahmad, J., Zaman, A., & Islam, S. (2024). Attention and meta-heuristic based general self-efficacy prediction model from multimodal social media dataset. *IEEE Access*.
- Musto, M. (2021). *Karl marx's writings on alienation*. Springer Nature.
- Nair, N., & Vohra, N. (2009). Developing a new measure of work alienation. *Journal of Workplace Rights*, 14(3), 293–309.
- Nair, N., & Vohra, N. (2010). An exploration of factors predicting work alienation of knowledge workers. *Management Decision*, 48(4), 600–615.
- Nasir, S., Nasir, N., Khan, S., Khan, W. U., & Akyürek, S. S. (2024). Exclusion or insult at the workplace: responses to ostracism through employee's efficacy and relational needs with psychological capital. *Journal of Organizational Change Management*, 37(3), 659–682.
- Nechanska, E., Hughes, E., & Dundon, T. (2020). Towards an integration of employee voice and silence. *Human Resource Management Review*, 30(1), 100674.
- Ng, T. W. H., & Feldman, D. C. (2015). Idiosyncratic deals and voice behavior. *Journal of Management*, 41(3), 893–928.
- Ojobu, A. M. O. (2024). Mitigating work alienation through workplace spirituality among bank employees in delta state, nigeria. *ESUT Journal of Social Sciences*, 9(2).
- Oldham, G. R., & Hackman, J. R. (1981). Relationships between organizational structure and employee reactions: Comparing alternative frameworks. *Administrative Science Quarterly*, 66–83.
- Orth, U., & Robins, R. W. (2022). Is high self-esteem beneficial? revisiting a classic question. *American Psychologist*, 77(1), 5.
- Otrar, M., & Halaçoğlu, B. (2011). Job alienation scale validity and reliability study in academicians. In *International conference on educational sciences*. Bishkek, Kyrgyzstan.

- Ozer, , Uğurluoğlu, , Saygılı, M., & Songur, C. (2019). The impact of work alienation on organizational health: A field study in health sector. *International Journal of Healthcare Management*, *12*(1), 18–24.
- Park, J.-H., & Ono, M. (2017). Effects of workplace bullying on work engagement and health: The mediating role of job insecurity. *The International Journal of Human Resource Management*, *28*(22), 3202–3225.
- Pelit, E. (2015). The effect of nepotism on organizational silence, alienation and commitment: A study on hotel employees in turkey. *Journal of Management Research*, *7*(4), 82–110.
- Peng, A. C., & Zeng, W. (2017). Workplace ostracism and deviant and helping behaviors: The moderating role of 360 degree feedback. *Journal of Organizational Behavior*, *38*(6), 833–855.
- Perlow, L. A., & Repenning, N. P. (2009). The dynamics of silencing conflict. *Research in Organizational Behavior*, *29*, 195–223.
- Pinder, C. C., & Harlos, K. P. (2001). Employee silence: Quiescence and acquiescence as responses to perceived injustice. In *Research in personnel and human resources management* (pp. 331–369). Emerald Group Publishing Limited.
- Pirzada, Z. A., Mirani, S. H., Phulpoto, N. H., Dogar, H., & Mahar, S. A. (2020). Study of employee silence, organizational justice and work engagement: Mediation analysis. *IJCSNS*, *20*(1), 9–14.
- Qi, L., Cai, D., Liu, B., & Feng, T. (2020). Effect of workplace ostracism on emotional exhaustion and unethical behaviour among chinese nurses: A time-lagged three-wave survey. *Journal of Advanced Nursing*, *76*(8), 2094–2103.
- Quade, M. J., Greenbaum, R. L., & Mawritz, M. B. (2019). “if only my coworker was more ethical”: When ethical and performance comparisons lead to negative emotions, social undermining, and ostracism. *Journal of Business Ethics*, *159*(2), 567–586.
- Qureshi, J. A., Sarwat, N., Ali, R., & Afridi, T. (2020). Ostracism and work attitudes: The moderating effects of emotional intelligence. *Pakistan Journal of Social Sciences*, *40*(2), 961–971.
- Ren, X., Jing, B., Li, H., & Wu, C. (2022). The impact of perceived teacher

- support on chinese junior high school students' academic self-efficacy: The mediating roles of achievement goals and academic emotions. *Frontiers in Psychology, 13*, 1028722.
- Robinson, S. L., O'Reilly, J., & Wang, W. (2013). Invisible at work: An integrated model of workplace ostracism. *Journal of Management, 39*(1), 203–231.
- Roodbari, H., Ogbonnaya, C., Olya, H., Vatankhah, S., & Gyensare, M. A. (2025). Perceived intensity of extreme events and employees' safety performance: An affective events perspective. *Journal of Occupational Health Psychology, 30*(2), 77.
- Sahabuddin, M., Tan, Q., Ayub, A., Fatima, T., Ishaq, M., & Khan, A. J. (2021). Workplace ostracism and employee silence: an identity-based perspective. *Kybernetes, 52*(1), 97–120.
- Samma, M., Zhao, Y., Rasool, S. F., Han, X., & Ali, S. (2020). Exploring the relationship between innovative work behavior, job anxiety, workplace ostracism, and workplace incivility: empirical evidence from small and medium sized enterprises (smes). In *Healthcare* (Vol. 8, p. 508). MDPI.
- Santas, G., Isik, O., & Demir, A. (2016). The effect of loneliness at work; work stress on work alienation and work alienation on employees' performance in turkish health care institution. *South Asian Journal of Management Sciences, 10*(2), 30–38.
- Sarfraz, M., Qun, W., Sarwar, A., Abdullah, M. I., Imran, M. K., & Shafique, I. (2019). Mitigating effect of perceived organizational support on stress in the presence of workplace ostracism in the pakistani nursing sector. *Psychology Research and Behavior Management, 8*, 839–849.
- Sarros, J. C., Tanewski, G. A., Winter, R. P., Santora, J. C., & Densten, I. L. (2002). Work alienation and organizational leadership. *British Journal of Management, 13*(4), 285–304.
- Sarwar, A., Abdullah, M. I., Sarfraz, M., & Imran, M. K. (2019). Collaborative effect of workplace ostracism and self-efficacy versus job stress. *Journal of Entrepreneurship, Management and Innovation, 15*(4), 107–138.
- Saunders, M. N., & Townsend, K. (2018). Choosing participants. In *The sage*

- handbook of qualitative business and management research methods* (pp. 480–494). SAGE Publications.
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, *25*(3), 293–315.
- Schunk, D. H., & DiBenedetto, M. K. (2021). Self-efficacy and human motivation. In *Advances in motivation science* (Vol. 8, pp. 153–179). Elsevier.
- Schunk, D. H., & Mullen, C. A. (2012). Self-efficacy as an engaged learner. In *Handbook of research on student engagement* (pp. 219–235). Boston, MA: Springer US.
- Schwarzer, R., Bäßler, J., Kwiatek, P., Schröder, K., & Zhang, J.-X. (1997). The assessment of optimistic self-beliefs: comparison of the german, spanish, and chinese versions of the general self-efficacy scale. *Applied Psychology*, *46*(1), 69–88.
- Seeman, M. (1971). The urban alienations: Some dubious theses from marx to marcuse. *Journal of Personality and Social Psychology*, *19*(2), 135.
- Seggelen-Damen, I. V., & Van Dam, K. (2016). Self-reflection as a mediator between self-efficacy and well-being. *Journal of Managerial Psychology*, *31*(1), 18–33.
- Shafique, I., Qammar, A., Kalyar, M. N., Ahmad, B., & Mushtaq, A. (2020). Workplace ostracism and deviant behaviour among nurses: a parallel mediation model. *Journal of Asia Business Studies*, *15*(1), 50–71.
- Shantz, A., Alfes, K., Bailey, C., & Soane, E. (2015). Drivers and outcomes of work alienation: Reviving a concept. *Journal of Management Inquiry*, *24*(4), 382–393.
- Sharma, & Rajib. (2022). From curse to cure of workplace ostracism: A systematic review and future research agenda. *Human Resource Management Review*, *32*(3), 100836.
- Sharma, S., Parke, & Isaakyan. (2021). Distinguishing voice and silence at work: Unique relationships with perceived impact, psychological safety, and burnout. *Academy of Management Journal*, *64*(1), 114–148.
- Singh, L. B., & Srivastava, S. (2021). Linking workplace ostracism to turnover

- intention: A moderated mediation approach. *Journal of Hospitality and Tourism Management*, 46, 244–256.
- Singh, S., & Randhawa, G. (2018). Exploring work alienation: A proposed model of predictors and consequences. *Journal of Management Research*, 18(3), 139–151.
- Skerlavaj, M., Connelly, C. E., Cerne, M., & Dysvik, A. (2018). Tell me if you can: time pressure, prosocial motivation, perspective taking, and knowledge hiding. *Journal of Knowledge Management*, 22(7), 1489–1509.
- Smart Richman, L., & Leary, M. R. (2009). Reactions to discrimination, stigmatization, ostracism, and other forms of interpersonal rejection: a multimotive model. *Psychological Review*, 116(2), 365.
- Soffia, M., Wood, A. J., & Burchell, B. (2022). Alienation is not ‘bullshit’: An empirical critique of graeber’s theory of bs jobs. *Work, Employment and Society*, 36(5), 816–840.
- Sommer, K. L., Nagel, J. A., & Williams, K. D. (2021). Ostracism applied to the workplace. In *Workplace ostracism: Its nature, antecedents, and consequences* (pp. 1–34). Taylor & Francis.
- Srivastava, S., Chhabra, B., Madan, P., & Puri, G. (2023). From workplace bullying to workplace withdrawal: mediating role of fear-based silence and moderating role of personality. *Journal of Organizational Effectiveness: People and Performance*, 10(2), 248–264.
- Tahir, M. (2023). A study of collective psychological ownership predicted by work environment and mediating role of employee self-efficacy among nursing staff in oman. *Middle East Journal of Management*, 10(2), 186–202.
- Taras, V., Kirkman, B. L., & Steel, P. (2010). Examining the impact of culture’s consequences: a three-decade, multilevel, meta-analytic review of hofstede’s cultural value dimensions. *Journal of Applied Psychology*, 95(3), 405.
- Tsai, H.-Y. (2018). *The effect of employee silence on employee well-being and work engagement: The moderating effect of mentoring relationship in taiwan* (Unpublished master’s thesis). National Taiwan Normal University. (Master’s thesis)
- Tummers, & den Dulk. (2011). Meaningful work for a meaningful life? work

- alienation and its effects in the work and the family context. In *Nig annual work conference*.
- Tummers, L., Bekkers, V., & Steijn, B. (2009). Policy alienation of public professionals: Application in a new public management context. *Public Management Review*, *11*(5), 685–706.
- Tummers, L., Bekkers, V., Van Thiel, S., & Steijn, B. (2015). The effects of work alienation and policy alienation on behavior of public employees. *Administration & Society*, *47*(5), 596–617.
- Usher, E. L., & Schunk, D. H. (2017). Social cognitive theoretical perspective of self-regulation. In *Handbook of self-regulation of learning and performance* (pp. 19–35). Routledge.
- Uslu, O. (2021). 'being alone is more painful than getting hurt': The moderating role of workplace loneliness in the association between workplace ostracism and job performance. *Central European Business Review*, *10*(1), 19–38.
- Usman, M., Ali, M., Mughal, F., & Agyemang-Mintah, P. (2021). Policy alienation and street-level bureaucrats' psychological wellbeing: the mediating role of alienative commitment. *Journal of Public Administration Research and Theory*, *31*(2), 278–294.
- Valikhani, M., & Zamani, S. (2019). Investigation of demographic factors influencing the work alienation among isfahan tejarat bank employees. *Qualitative Research Journal*, *4*(5), 1–6.
- Vanderstukken, A., & Caniëls, M. C. J. (2021). Predictors of work alienation: differences between hierarchical levels. *Career Development International*, *26*(5), 640–656.
- Van Dyne, L., Ang, S., & Botero, I. C. (2003). Conceptualizing employee silence and employee voice as multidimensional constructs. *Journal of Management Studies*, *40*(6), 1359–1392.
- Vredenburgh, K. (2022). Freedom at work: Understanding, alienation, and the ai-driven workplace. *Canadian Journal of Philosophy*, *52*(1), 78–92.
- Walumbwa, F. O., Mayer, D. M., Wang, P., Wang, H., Workman, K., & Christensen, A. L. (2011). Linking ethical leadership to employee performance:

- The roles of leader–member exchange, self-efficacy, and organizational identification. *Organizational Behavior and Human Decision Processes*, *115*(2), 204–213.
- Wang, L. M., Lu, L., Wu, W. L., & Luo, Z. W. (2023). Workplace ostracism and employee wellbeing: A conservation of resource perspective. *Frontiers in Public Health*, *10*, 1075682.
- Weiss, M., & Morrison, E. W. (2019). Speaking up and moving up: How voice can enhance employees' social status. *Journal of Organizational Behavior*, *40*(1), 5–19.
- Wesselmann, E. D., Wirth, J. H., Pryor, J. B., Reeder, G. D., & Williams, K. D. (2013). When do we ostracize? *Social Psychological and Personality Science*, *4*(1), 108–115.
- Whiteside, D. B., & Barclay, L. J. (2013). Echoes of silence: Employee silence as a mediator between overall justice and employee outcomes. *Journal of Business Ethics*, *116*, 251–266.
- Williams, K. D. (1997). Social ostracism. In *Aversive interpersonal behaviors* (pp. 133–170). Boston, MA: Springer US.
- Williams, K. D. (2007). Ostracism: The kiss of social death. *Social and Personality Psychology Compass*, *1*(1), 236–247.
- Williams, K. D. (2009). Ostracism: A temporal need-threat model. In *Advances in experimental social psychology* (Vol. 41, pp. 275–314). Academic Press.
- Williams, K. D., & Nida, S. A. (2011). Ostracism: Consequences and coping. *Current Directions in Psychological Science*, *20*(2), 71–75.
- Williams, K. D., & Nida, S. A. (Eds.). (2017). *Ostracism, exclusion, and rejection*. New York, NY: Routledge.
- Wood, A., Soffia, M., & Burchell, B. (2021). Alienation is not 'bullshit'. *Work, Employment and Society*, *35*(1), 1–25.
- Wright, T. A., & Hobfoll, S. E. (2004). Commitment, psychological well-being and job performance: An examination of conservation of resources (cor) theory and job burnout. *Journal of Business and Management*, *9*(4), 389–406.
- Wu, C.-H., Liu, J., Kwan, H. K., & Lee, C.-H. (2016). Why and when workplace ostracism inhibits organizational citizenship behaviors: An organizational

- identification perspective. *Journal of Applied Psychology*, *101*(3), 362–377.
- Wu, J. (2017). The indirect relationship of media multitasking self-efficacy on learning performance within the personal learning environment: Implications from the mechanism of perceived attention problems and self-regulation strategies. *Computers & Education*, *106*, 56–72.
- Wu, L. Z., Yim, F. H., Kwan, H. K., & Zhang, X. (2012). Coping with workplace ostracism: The roles of ingratiation and political skill in employee psychological distress. *Journal of Management Studies*, *49*(1), 178–199.
- Xu, E., Huang, X., & Robinson, S. L. (2017). When self-view is at stake: Responses to ostracism through the lens of self-verification theory. *Journal of Management*, *43*(7), 2281–2302.
- Xu, Y., Yang, G., Yan, C., Li, J., & Zhang, J. (2022). Predictive effect of resilience on self-efficacy during the covid-19 pandemic: The moderating role of creativity. *Frontiers in Psychiatry*, *13*, 1066759.
- Yaakobi, E. (2022). Recovery from ostracism distress: The role of attribution. *Frontiers in Psychology*, *13*, 899564.
- Yaakobi, E., & Weisberg, J. (2020). Organizational citizenship behavior predicts quality, creativity, and efficiency performance: The roles of occupational and collective efficacies. *Frontiers in Psychology*, *11*, 758.
- Yaakobi, E., & Williams, K. D. (2016). Ostracism and attachment orientation: Avoidants are less affected in both individualistic and collectivistic cultures. *British Journal of Social Psychology*, *55*(1), 162–181.
- Yagil, D., Medler-Liraz, H., & Bichachi, R. (2023). Mindfulness and self-efficacy enhance employee performance by reducing stress. *Personality and Individual Differences*, *207*, 112150.
- Yang, F., & Xia, Z. (2023). Perceived discrimination and academic self-concept among left-behind children in china: The role of school belonging and classroom composition. *Children and Youth Services Review*, *155*, 107294.
- Yeo, G.-B., & Neal, A. (2006). An examination of the dynamic relationship between self-efficacy and performance across levels of analysis and levels of specificity. *Journal of Applied Psychology*, *91*(5), 1088–1101.
- Zehir, C., & Erdogan, E. (2011). The association between organizational silence

- and ethical leadership through employee performance. *Procedia-Social and Behavioral Sciences*, *24*, 1389–1404.
- Zhang, R., Kang, H., Jiang, Z., & Niu, X. (2023). How does workplace ostracism hurt employee creativity? thriving at work as a mediator and organization-based self-esteem as a moderator. *Applied Psychology*, *72*(1), 211–230.
- Zhang, Y., Xu, S., Zhang, L., & Liu, S. (2019). How family support influences work cynicism and employee silence: The moderating role of gender. *Cornell Hospitality Quarterly*, *60*(3), 249–261.
- Zhao, H., & Xia, Q. (2017). An examination of the curvilinear relationship between workplace ostracism and knowledge hoarding. *Management Decision*, *55*(2), 331–346.
- Zhao, H., Xia, Q., He, P., Sheard, G., & Wan, P. (2016). Workplace ostracism and knowledge hiding in service organizations. *International Journal of Hospitality Management*, *59*, 84–94.
- Zheng, X., Yin, H., & Li, Z. (2019). Exploring the relationships among instructional leadership, professional learning communities and teacher self-efficacy in china. *Educational Management Administration & Leadership*, *47*(6), 843–859.
- Zhu, H., Lyu, Y., Deng, X., & Ye, Y. (2017). Workplace ostracism and proactive customer service performance: A conservation of resources perspective. *International Journal of Hospitality Management*, *64*, 62–72.
- Zhu, Y., & Zhang, D. (2021). Workplace ostracism and counterproductive work behaviors: the chain mediating role of anger and turnover intention. *Frontiers in Psychology*, *12*, 761560.

Appendix A

CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY
ISLAMABAD

Questionnaire

Dear Respondent,

I am a student of MS (Management Sciences) and currently engaged in research on the topic of “Employee Silence”. I kindly request you to take a few minutes from your busy schedule to complete the questionnaire below. It will take approximately 10–15 minutes. Your responses will be kept completely confidential and anonymous. If you’re interested in the research findings or have any questions, please feel free to contact me.

Your time and input are greatly appreciated.

Regards,

Ayesha Nawaz

MS Research Scholar

Email: nawazayesha129@gmail.com

Appendix**Section I****Demographic Questions****Gender:**

Male	Female
0	1

Age:

20-25	26-30	31-35	36-40	41-45
1	2	3	4	5

Education:

Bachelor's	Masters	PhD
1	2	3

Experience:

0-5	6-11	12-17	18 & above
1	2	3	4

Scale: Responses to each item are measured on a seven-point scale as:

- (1) Strongly disagree, (2) disagree, (3) Somewhat disagree, (4) Neutral, (5) Somewhat agree
(6) Agree (7) Strongly agree

Employee Silence

	# Items	1	2	3	4	5	6	7
1	I remained silent at work because I would not have found a sympathetic ear, anyway.							
2	I remained silent at work because nothing would have changed, anyway.							
3	I remained silent at work because my superiors are not open to proposals, concerns, or the like.							
4	I remained silent at work because of fear of negative consequences.							
5	I remained silent at work to not make me vulnerable in the face of colleagues or superiors.							
6	I remained silent at work because I feared there would be disadvantages from speaking up.							
7	I remained silent at work because I did not want to embarrass others.							
8	I remained silent at work because I did not want to hurt the feelings of colleagues or superiors.							
9	I remained silent at work because I did not want others to get into trouble.							
10	I remained silent at work because that would have led to avoidable additional work.							
11	I remained silent at work because of concerns that others could take an advantage of my ideas.							
12	I remained silent at work to not give away my knowledge advantage.							

Workplace Ostracism

	# Items	1	2	3	4	5	6	7
1	Others ignored you at work.							
2	Others left the area when you entered.							
3	Your greetings have gone unanswered at work.							
4	You involuntarily sat alone in a crowded lunchroom at work.							
5	Others avoided you at work.							
6	You noticed others would not look at you at work.							
7	Others at work shut you out of the conversation.							
8	Others refused to talk to you at work.							
9	Others at work treated you as if you weren't there.							
10	Others at work did not invite you or ask you if you wanted anything when they went out for a coffee break.							

Work Alienation

	# Items	1	2	3	4	5	6	7
1	I do not enjoy my work.							
2	Facing my daily tasks is a painful and boring experience.							
3	Work to me is more like a chore or burden.							
4	I feel estranged / disconnected from myself .							

5	I often wish I were doing something else.							
6	Over the years I have become disillusioned about my work.							
7	I do not feel like putting in my best effort at work.							
8	I do not feel connected to the events in my workplace.							

Self-Efficacy

	# Items	1	2	3	4	5	6	7
1	I will be able to achieve most of the goals that I have set for myself.							
2	When facing difficult tasks, I am certain that I will accomplish them.							
3	In general, I think that I can obtain outcomes that are important to me.							
4	I believe I can succeed at most any endeavor to which I set my mind.							
5	I will be able to successfully overcome many challenges.							
6	I am confident that I can perform effectively on many different tasks.							
7	Compared to other people, I can do most tasks very well.							
8	I do not feel connected to the events in my workplace							